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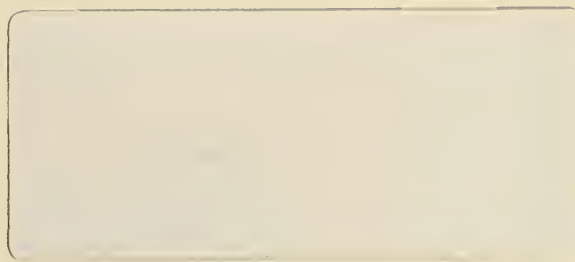
SF Housing Authority

**EXECUTIVE DIRECTOR'S  
REPORT AND REVISED  
FIVE YEAR WORK PLAN**

May 1993



**SAN FRANCISCO  
HOUSING AUTHORITY**



**EXECUTIVE DIRECTOR'S  
REPORT AND REVISED  
FIVE YEAR WORK PLAN**

May 1993



SAN FRANCISCO HOUSING AUTHORITY

*Executive Director's Report - Five Year Plan  
May 1993*

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SAN FRANCISCO HOUSING AUTHORITY

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---

DAVID GILMORE  
*Executive Director*





# SAN FRANCISCO HOUSING AUTHORITY

## Mission Statement

*"To promote the general well being of SFHA clients through the provision of decent, safe and sanitary housing and advocacy for economic stability and human services."*



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## PERSPECTIVE

This is the fifth in a series of periodic reports on implementation of our initial Five Year Plan. It is our blueprint for change and is intended for wide distribution. For the first two years we reported semi-annually. When we were removed from HUD's infamous list of troubled Public Housing Authorities, we switched to an annual report. We do so because San Francisco deserves to be fully and regularly informed of our progress toward providing public housing residents the best service possible, the best housing we can produce and maintain, and the broadest opportunities we can present. This report assesses where we are, compared to where we were in 1989 (when this administration assumed responsibility for the agency) and tracks progress toward our long range goals.

As shown in the following "Highlights" section, the Authority has made enormous strides against unbelievable odds. We have ended the most dismal era in the history of public housing in San Francisco. After eight years on HUD's nationwide list of troubled housing authorities, the agency earned its way off the list in 1992. Recently, a confirmatory review declared we were still a "standard" performing agency. We had expected it to take five years to remove the SFHA from the troubled list--but with hard work, it took three. At the risk of offending a few, we undertook the improbable and made it possible. We were aggressive and we were successful.

At a time when federal and state funds were shrinking, we delivered new sources of funds, broadened program activities and witnessed our accomplishments generate praise and recognition at the national level.

Similar to other areas across the country, we are faced with encroaching drug abuse. We have fought back. Working hand in hand with residents, the police and neighborhood representatives, we have said that our communities will not become havens for illegal drug activities. We have pioneered a comprehensive approach to developing prevention and intervention programs. Part of the drug elimination funds we've secured are set aside specifically for direct intervention, with aftercare, drop-in care, 24-hour residential treatment and family support programs on public housing sites. Drug elimination funds have been used to create a comprehensive model of support services for youth and adults--a network that includes daycare, youth sports and family support services.

We've said seniors should be able to live peacefully in their later years--and used available resources to establish senior security in the most vulnerable developments--and plan to broaden the security network in the coming year.

We are knocking on HUD's door seeking funds to reconstruct, not refurbish but completely redesign and rebuild Bernal Dwellings and Plaza East developments. We also designed masterplans to modernize four additional developments and have started rehabilitation at Sunnysdale.





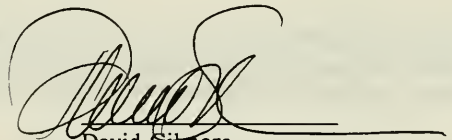
Throughout it all, we've maintained a 98% average occupancy rate--a figure confirmed by the U. S. Inspector General last year. With this track record, the SFHA is becoming recognized as an innovator. How is this possible here when only a short time ago the National Commission on Severely Distressed Public Housing--a Commission of which I was a proud member--reported that the nation has neglected its housing infrastructure and overlooked the people residing in the 1.6 million public housing units nationwide.

We have learned that to progress at all, housing authorities across the nation must become enterprising, must become creative, must be more than a little "feisty." The end result is an improved quality of life for residents. There will always be those who believe we should move faster. There will always be those who see only our shortcomings. We need their voices, too, to prod and highlight issues affecting the quality of life of residents.

Because we serve an often isolated and sometimes alienated population, we have pledged as part of our mission to be advocates for "economic stability and human services."

The report which follows tells how we put our mission statement into action. We've accomplished all of this by establishing and building upon a solid relationship with residents. We have worked together as a dedicated staff--laborers, social workers, plumbers, architects, district managers, office workers, eligibility clerks and housing inspectors. As the chief administrative officer at the Authority, no one knows better than I just how difficult any of the following tasks can be on any given day.

Cumulatively, our efforts generate what you now have before you as this agency's Revised Five Year Work Plan. I invite you to read it carefully, consider it our plan for the future and challenge us to live up to it. The San Francisco Housing Authority has much to be proud of and much to do. Join us in meeting the challenge.



David Gilmore  
Executive Director



## **SAN FRANCISCO HOUSING AUTHORITY HIGHLIGHTS**

- SFHA declared "Off The List" of nationwide troubled housing authorities by HUD in 1992 after eight years on list; 1993 Performance Appraisal reconfirms SFHA is a standard performing agency.

### **MANAGEMENT AND MAINTENANCE**

- The SFHA has successfully maintained an occupancy rate of 98%+ over the past 2 years. This follows having increased the occupancy rate from 90 percent to over 98 percent in under three years.
- Maintenance staff has more than doubled at the same time the agency completely decentralized its maintenance program.
- The SFHA has reduced the time it takes to complete non-emergency maintenance work orders from more than a month to 15 days.
- The SFHA decreased the average time required to repair and turnaround vacant units from an average of 125 calendar days to under 39 days.

### **SECURITY**

- An on-site security program was implemented to enhance resident safety at senior public housing developments. Funding in the amount of \$650,000 is being provided through the Authority's Fiscal Year 1993 operating budget for this purpose.
- Over \$3.5 million in federal funds was secured to deploy additional San Francisco Police Department officers in order to increase security at public housing development sites city-wide. The Police Deployment Program has resulted in an increase in the number of calls for service and a decrease in drug-related crime according to SFPD statistics.

### **RESIDENT SERVICES**

- Nearly \$3 million in Drug Elimination Program funds have been awarded to the SFHA over the past three years. Funding has supported the first on-site recovery program in public housing in the Bay Area as well as youth recreation and employment programs, boys and girls club activities, and the SFHA mentor program.
- A comprehensive network of counseling, support, and recreation services for public housing residents has been developed.
- The SFHA established Head Start Programs at two sites providing preschool services in conjunction with a number of community providers, with three more about to be implemented.

### **FISCAL MANAGEMENT**

- The SFHA repaid \$12.5 million debt to HUD and local utilities.
- Operating reserves increased from 0 in 1988 to \$9.2 million as of September 30, 1992.
- New allocations of Section 8 subsidized units from 1989 to the present include 1,041 new units. This brings the total number of Section 8 units to 5,419 representing budget authority of over \$337 million.
- Strong internal budget controls have resulted in operating expenditures well within budget levels (and less than operating revenues) for each of the past four fiscal years.



- All 161 audit findings from three prior independent audit periods have been successfully closed.
- SFHA has aggressively pursued additional funds to improve services to public housing residents. Funding identified and successfully claimed by the SFHA within the past two years includes \$1.2 million reimbursement for energy cost savings achieved; and \$1.6 million for costs attributable to increased FICA employer contribution rates in recent years.

### CAPITAL IMPROVEMENTS

- The SFHA brought \$86.2 million in modernization funds to San Francisco during the period from 1989 to 1993 or an average of \$17.2 million per year. An additional \$4.6 million was generated from Community Development Block Grant funds. During the 17-year period prior to 1989, the SFHA received on average \$5.2 million per year.
- The SFHA has collaborated with residents, the San Francisco Conservation Corps and a host of community based organizations to generate support for a \$50 million reconstruction proposal for Bernal Dwellings and Yerba Buena Plaza East. The proposal is pending before HUD.
- The SFHA has developed masterplans for the major reconstruction of seven developments. A \$50 million reconstruction project at Sunnydale is underway.
- The SFHA was the first in the country to replace a poorly-designed highrise public housing family development with new low-rise buildings, Robert B. Pitts, a more than \$20 million development.
- The SFHA is successfully completing the modernization of the Alemany development at a cost of \$8.8 million.
- The SFHA has undertaken testing of all family public housing developments for the presence of lead including paint, dust, and soil testing.

### RESIDENT MANAGEMENT ACTIVITIES

- The SFHA is working with six resident management groups. The grants funding these program activities range from \$40,000 to \$223,000, totalling nearly \$600,000.

### ECONOMIC DEVELOPMENT AND EMPLOYMENT OPPORTUNITIES

- A total of 129 residents have been hired by the SFHA as a result of the resident hiring program established in 1989. Residents represent 17 percent of the agency's workforce. As part of the SFHA's affirmative action efforts, all contracts now include language requiring the hiring of residents.
- A new apprenticeship program negotiated by the Authority with its craft unions generated seven apprenticeship placements for residents.
- Contracted with community based organization to expand the Employment Preparation and Placement Program citywide. Over the past year more than 900 residents have participated in the program and more than 200 have been placed in jobs.
- Resident-operated laundry facilities are in place at five developments. Receipts from the laundries will be used to benefit the residents living in the individual communities.
- Residents have explored for-profit businesses and one development launched a successful venture that generated significant revenue from a parking lot. Revenue from the parking lot goes to the resident association for programs identified by the association.





# Local Housing Authority is Off HUD's 'Bad' List

By Susan Herbert

The city's Housing Authority announced last week that it has been taken off the federal government's list of "troubled" housing agencies.

Using the guidelines established under the public housing management assessment program, the federal department of Housing and Urban Development (HUD) removed the local agency from the list of 24 large city Housing Authorities it considers performing poorly in the areas of fiscal management.

"We thought it might take as long as five years," said Housing Authority Director David Gilmore, in a press release. "With a lot of hard work, it's only taken three . . . but there is still more work to be done."

Gilmore noted that the agency was described by HUD as being "out of control" when he arrived in 1989. "Now, instead of being among the 23 large public housing authorities considered troubled, there is no reason that this authority cannot be one of the best-managed in the country."

The agency noted that it has turned around in the problem areas of vacancies, debt, financial conditions and maintenance.

In the past three years the Housing Authority has retired a \$12.1 million debt, which created a \$1.2 million drain on the annual budget. There is no debt now,

THURSDAY, APRIL 23, 1992

## HUD Praises S.F. Housing Authority

Federal officials remove agency from 'troubled list'

By Suzanne Espinosa

Chronicle Staff Writer

Federal officials have removed the San Francisco Housing Authority from a "troubled list" of the worst-managed public housing agencies in the country.

Local and federal housing authorities announced yesterday that the city's public housing has entered a new era, in part by retiring \$12.5 million in debt and filling about 600 vacant units.

Those two problems had prompted the federal Department of Housing and Urban Development eight years ago to place the San Francisco agency on the troubled list, which includes 23 other public low-income housing systems in the nation.

Housing Authority executive director David Gilmore said yesterday that the improved status means the authority is now eligible to compete for a \$684,800 federal grant to help occupants become homeowners through training, counseling and financial assistance.

## Housing Authority off 'troubled list'

**SAN FRANCISCO** The San Francisco Housing Authority, named for the last eight years as one of the most ill-managed housing agencies in the nation, has been taken off the annual "troubled list" of 23 public housing agencies nationwide maintained by the U.S. Department of Housing and Urban Development.

Housing Authority Director David Gilmore announced HUD's lifting of the mismanagement cloud over his agency Wednesday. Gilmore, who arrived at the SFHA nearly three years ago, said he had initially thought it would require five years to turn around the agency that HUD had once termed "out of control."

"I kind of feel today like the manager of a ball team that has spent the past eight years in the cellar," Gilmore said during a festive news conference at the Housing Authority offices, where he was surrounded by public housing tenants and HUD officials.

HUD regional administrator Robert DeMonte congratulated local housing officials for "reaching a standard," then encouraged them to continue improvements.

"Right now, you could probably play in Seals Stadium if it was there, but you can't go up against the A's and Giants yet," DeMonte quipped, adding, "You've got a shot at being an outstanding authority."

Other improvements that were noted were reduced crime in housing projects, increased recreation and counseling for residents and a faster response to maintenance complaints.

Gilmore, appointed to the executive director post by Mayor Art Agnos three years ago, was among those credited with boosting the fortunes of the public housing agency. Others included Representative woman Nancy Pelosi, D-San Francisco, described by Gilmore as an outspoken supporter of public housing; Karen Moore, deputy executive director of the authority; the San Francisco Housing Authority Commission; and outspoken residents who demanded improvements.

See Housing, page 7



**SAN FRANCISCO HOUSING AUTHORITY  
STATEMENT OF OPERATING EXPENDITURES & RECEIPTS  
FOR PERIOD ENDING SEPTEMBER 30, 1992**

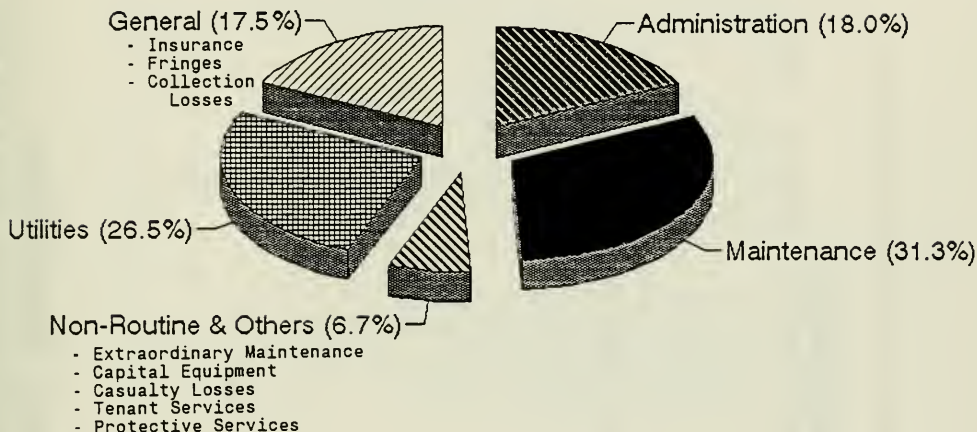
<b>OPERATING RECEIPTS:</b>	<b>BUDGET</b>	<b>ACTUALS</b>
<i>Dwelling Rental Income</i>	\$16,751,490	\$15,251,002
<i>Other Income</i>	1,586,010	1,508,588
<i>HUD Contribution</i>	19,607,921	19,607,921
<b>TOTAL INCOME</b>	<b>\$37,945,421</b>	<b>\$36,367,511</b>
<b>OPERATING EXPENSES:</b>		
<i>Administration</i>	\$ 6,532,910	\$ 6,206,297
<i>Tenant Services</i>	275,840	218,452
<i>Utilities</i>	9,595,370	9,113,518
<i>Maintenance</i>	11,337,100	10,663,038
<i>Employee Benefits</i>	4,559,950	4,353,451
<i>Insurance</i>	1,035,000	922,238
<i>General</i>	784,880	682,383
<i>Capital Equipment</i>	720,640	444,918
<i>Non-Routine &amp; Others</i>	1,434,000	1,209,753
<b>TOTAL EXPENSES</b>	<b>\$36,275,690</b>	<b>\$33,814,048</b>
<b>RESIDUAL RECEIPTS:</b>	<b>\$ 1,669,731</b>	<b>\$ 2,553,463</b>
<b>OPERATING RESERVE:</b>	<b>\$ 8,033,575</b>	<b>\$ 9,159,716</b>



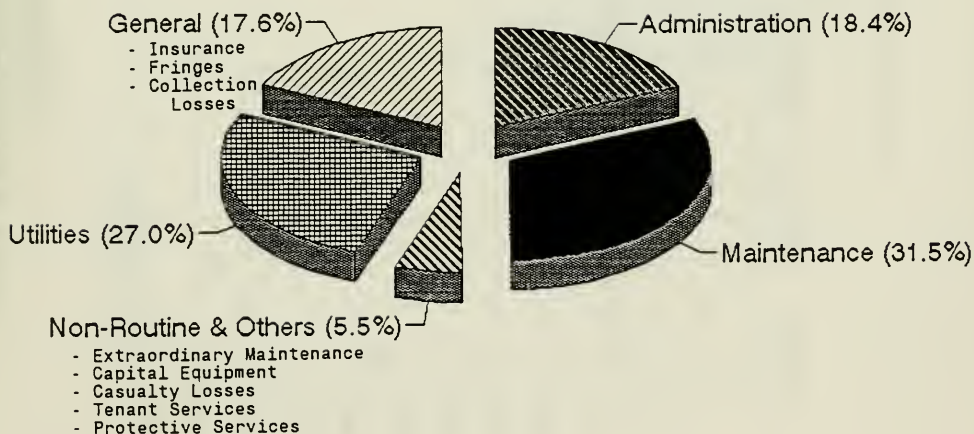
**SAN FRANCISCO HOUSING AUTHORITY  
OPERATING BUDGET  
BY MAJOR EXPENSE CATEGORIES  
FOR FISCAL YEAR ENDING SEPTEMBER 30, 1992**

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**BUDGET**



**ACTUALS**

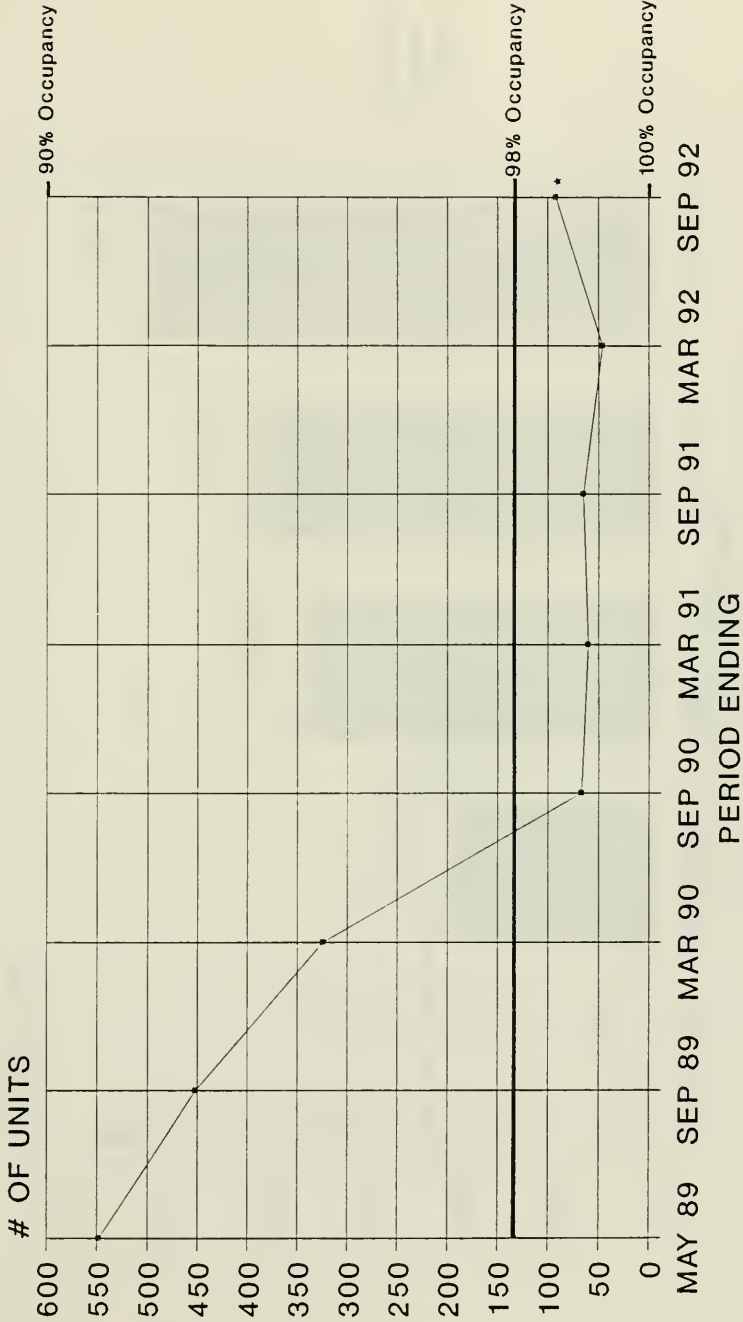






# SAN FRANCISCO HOUSING AUTHORITY

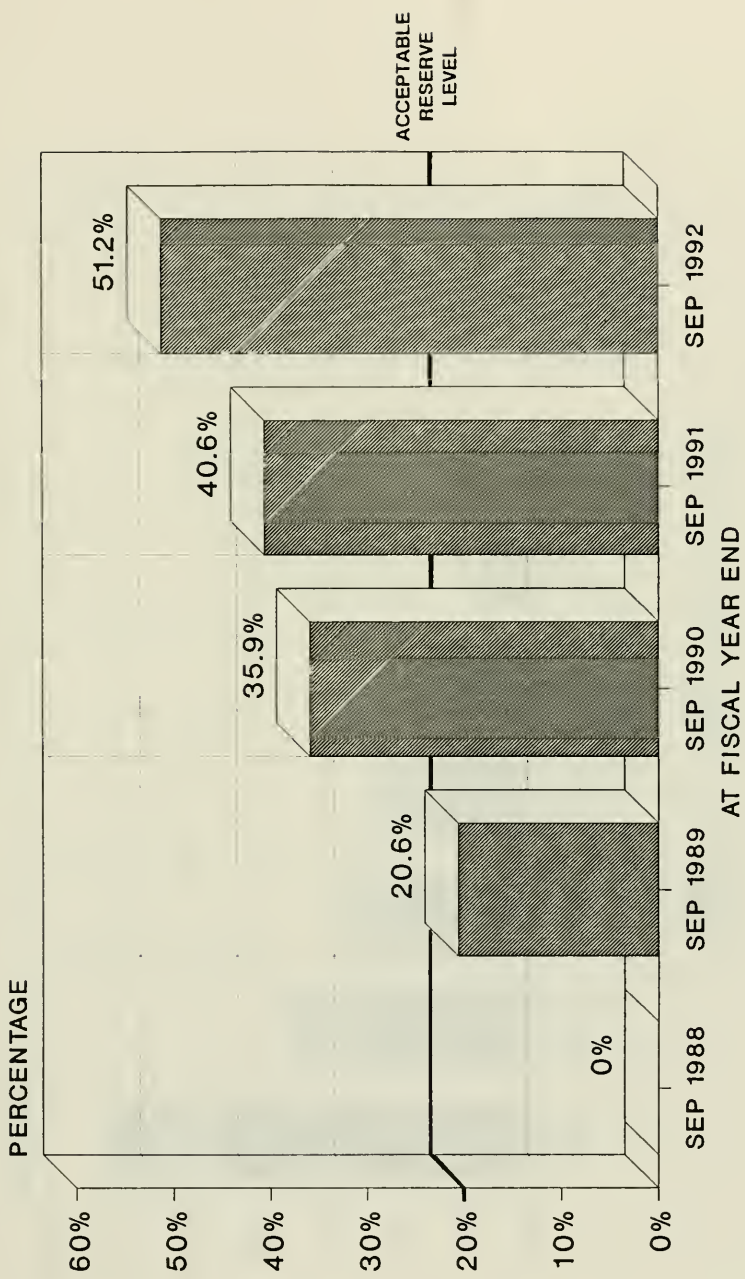
## VACANT UNIT ANALYSIS



\* Increase Represents a Change in Calculation Methodology.

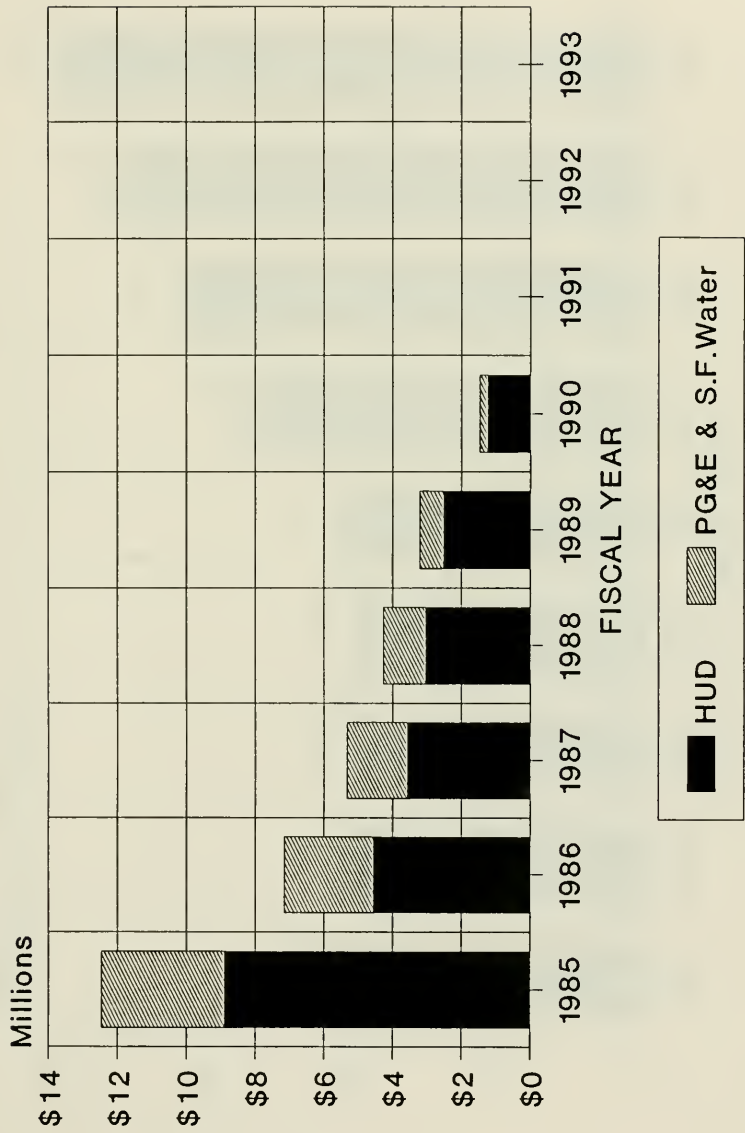


# SAN FRANCISCO HOUSING AUTHORITY OPERATING RESERVE BALANCE



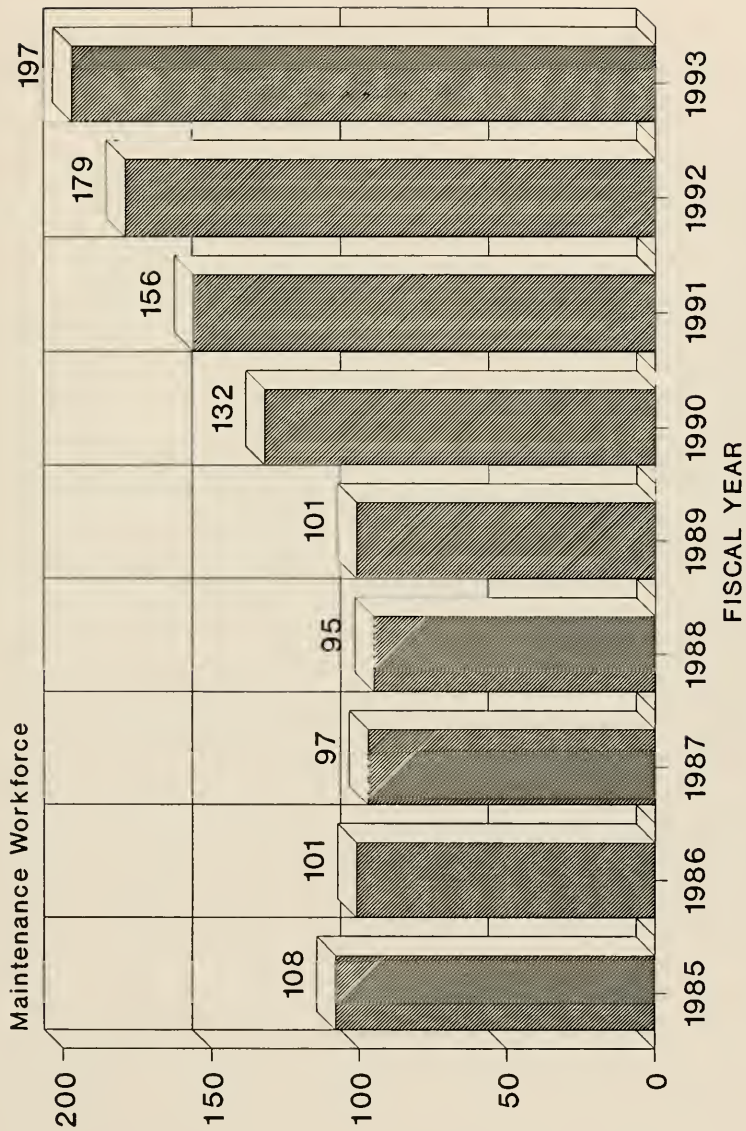


# SAN FRANCISCO HOUSING AUTHORITY DEBT BALANCE ANALYSIS





# SAN FRANCISCO HOUSING AUTHORITY MAINTENANCE SERVICES CAPACITY











**AFFIRMATIVE ACTION  
AND  
CONTRACTS COMPLIANCE**



## **PART I: GENERAL NARRATIVE**

Affirmative Action is a systematic effort to implement equal and fair opportunity policies by identifying and removing discrimination based upon ethnicity/race, sex, disabilities or national origin. It is also the effort taken to eliminate the past effects of discrimination on groups, recognized groups or protected classes of people.

At the San Francisco Housing Authority, Affirmative Action has consisted of implementation of the Authority's guidelines for applicants for employment, for contractors and vendors, and for assisting residents to take a role in various community outreach and services capacities. These affirmative action guidelines have been revised based upon recommendations from an Affirmative Action Task Force comprised of community leaders and a broad range of concerned citizens. The recommendations have been ratified by the San Francisco Housing Authority Commission at the end of a 30 day Public Comment Hearing.

The guidelines have been included in bid procedures to assure contractual and procurement opportunity for minorities, women and disabled business enterprises. In short, Affirmative Action at the San Francisco Housing Authority consists of the steps taken to short circuit discrimination, sexual harassment, racial segregation and psycho-physical abuse.

Affirmative Action is responsible for submission of quarterly compliance reports to HUD/FHEO. We have implemented the VCA in Authority departments, created a desegregation strategy and modified one resident selection and occupancy policy to conform with the VCA since the last five year plan reporting period.

Affirmative Action will collaborate on labor discussions, hiring plans, the development of job descriptions and work to ensure that the agency's workforce reflects the cultural and linguistic diversity of San Francisco.

## **PART II: REPORT OF OBJECTIVES**

### **OBJECTIVE 1**

**Description:** Complete the development of an Affirmative Action and Contracts Compliance Unit

*Status.* Preparing to hire a minimum of two (2) employees to assist the Affirmative Action Officer, to monitor contracts and construction issues, and to implement the Voluntary Compliance Agreement (VCA). Presented the hiring concept to the Executive Director. Job descriptions are being developed.

### **OBJECTIVE 2**

**Description:** Establish a mechanism for outreach to potential employees and residents who wish to work, and to maintain outreach with community organizations

*Status.* The Affirmative Action Office is a consistent advocate for improving agency outreach and recruiting activities.

### **OBJECTIVE 3**

**Description:** Systemize use of available demographic reports to further Affirmative Action Goals. Use WordPerfect 5.1, Lotus 1-2-3, Windows and documents from System 38 to formulate reports and develop recommendations for application of Affirmative Action goals. Example: monthly demographics reports, vacant units summary, work force documents for EEO-1A reports

*Status.* Above functions are ongoing.

### **OBJECTIVE 4**

**Description:** Develop clear understanding about the role of the Affirmative Action Officer and Contracts Compliance Officer within the Authority especially in relation to the Personnel Director and staff

*Status.* This is a continuous and ongoing process.

- Task 1:* Develop workshops about jobs and contracting opportunities, and present to the public. Host SFHA workshops for contractors, vendors, and residents to learn what's available at the Authority.
- Task 2:* Increase information about jobs opportunities and contract opportunities at SFHA through community newspapers, public service announcements and disabled services agencies in San Francisco.
- Task 3:* Budget for two additional Affirmative Action resource staff to assist in implementation of Affirmative Action, Desegregation and VCA compliance.

## OBJECTIVE 5

**Description: Facilitate Appropriate EEO Training. Train Authority Staff in Cultural Diversity; Gender Appropriateness and Disabled Accessibility Issues**

- Task 1:* Develop mechanism for handling in-house discrimination claims.
- Task 2:* Facilitate training for San Francisco Housing Authority staff on EEO requirements. Implement a plan for handling in-house discrimination claims.
- Task 3:* Develop Supportive Opportunities for Women in Construction and Maintenance Units.

*Status.* Various anti-discrimination tools and training resources are under development. A mandatory Agency-wide Title VI Compliance Workshop has been conducted. Sexual harassment workshop has been provided to senior managers; anti-domestic violence workshops have been provided to property managers. More programs are planned, and are being calendared.

## **CONTRACTS COMPLIANCE**

In 1989 the San Francisco Housing Authority paid over \$21 million for services to outside vendors. Of this amount, 51% went to public utilities, public institutions, and non-profit organizations as sole source providers. The balance was awarded to smaller corporations and vendors, and resulted in 19.07% for Caucasian vendors, 2.10% for African Americans, .6% for Hispanic vendors, 1.15% for Asian vendors. Small corporations (a category including most Minority Business Enterprises/Women's Business Enterprises) received a combined 25.01%, and women were awarded 1.03%.

The Authority is committed to outreach to improve the Minority Business Enterprises and Women's Business Enterprises participation in SFHA procurement of service. The Contract Compliance unit plans to develop a library of regulations and requirements from federal, state and local sources and with procurement, to stage a series of workshops for interested potential vendors regarding SFHA contracts compliance issues, policies, and programs.

Planning and Design, Rehabilitation and Construction, Personnel, Eligibility, and Housing Operations, are instrumental to the unit's role in provision of service to SFHA residents and vendors.

Collaborations with City Purchasing, the Human Rights Commission and the Redevelopment Agency are designed to foster positive relationships.



### **SUCCESS INDICATORS**

- In 2-5 years San Francisco Housing Authority work force will reflect that 10-25% of employees are residents of public housing. A resident employment goal is to create permanent positions which may lead to promotion and personal growth.
- Contractors and vendors will be educated about the Authority's commitment to Affirmative Action in hiring and contracts.
- Guidelines developed for desegregation and fair opportunity for applicants and residents are actively enforced.
- More business and employment opportunities are generated for under-represented classes following federal and local regulations. Equal opportunity in procurement and materials management, in maintenance and operations and in resident services results in fewer compliance reviews and claims against the Authority.

### **PART III: TIMELINE CHARTS - FIVE YEAR WORK PLAN (SEE ATTACHED)**



DIVISION/DEPT: AFFIRMATIVE ACTION		NEW REVISED ORIGINAL												C-COMLETE R-REVISED O-ORIGINAL											
OBJECTIVE 1: COMPLETE THE DEVELOPMENT OF AN AFFIRMATIVE ACTION AND CONTRACTS COMPLIANCE UNIT		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5							
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
TASK 1.1:	Budget for an Affirmative Action Assistant/Contracts	0																							
TASK 1.2:	Hire employee to assist Affirmative Action Officer to monitor contracts and construction issues					0																			
TASK 1.3:	Budget for Assistant/Voluntary Compliance	0																							
TASK 1.4:	Hire employee to assist Affirmative Action Officer in Implementing Voluntary Compliance Agreement					0																			
TASK 1.5:	Develop an agency Affirmative Action plan	R																							

DIVISION/DEPT: AFFIRMATIVE ACTION	NEW _____ REVISED _____ ORIGINAL _____	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
OBJECTIVE 2: ESTABLISH A MECHANISM FOR OUTREACH TO POTENTIAL EMPLOYEES, RESIDENTS WHO WANT TO WORK AT SFHA						
TASK 2.1: Consistently advocate for improving agency outreach and recruiting with other SFHA divisions.	--Ongoing--					

DIVISION/DEPT: AFFIRMATIVE ACTION	<div>NEW _____</div> <div>REVISED _____</div> <div>O-ORIGINAL _____</div>	<div>1992-1993</div> <div>YEAR 1</div> <div>1 2 3 4</div>	<div>1993-1994</div> <div>YEAR 2</div> <div>1 2 3 4</div>	<div>1994-1995</div> <div>YEAR 3</div> <div>1 2 3 4</div>	<div>1995-1996</div> <div>YEAR 4</div> <div>1 2 3 4</div>	<div>C-COMplete</div> <div>R-REvised</div> <div>O-ORIGINAL</div> <div>1996-1997</div> <div>YEAR 5</div> <div>1 2 3 4</div>
OBJECTIVE 3: SYSTEMIZE USE OF AVAILABLE DEMOGRAPHIC REPORTS TO FURTHER AFFIRMATIVE ACTION GOALS						
TASK 3.1: Extract relevant data using WordPerfect and Lotus 123 documents from the System 38 to formulate reports and develop recommendations for the application of the Affirmative Action program	Monthly					

DIVISION/DEPT: AFFIRMATIVE ACTION		NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
OBJECTIVE 4: DEVELOP THE ROLE OF AFFIRMATIVE ACTION/CONTRACT COMPLIANCE OFFICER; SPONSOR INFORMATIONAL WORKSHOPS ABOUT JOBS AND CONTRACTING AT SFHA							
TASK 4.1:	Develop inter-agency communication on Affirmative Action goals	Ongoing					
TASK 4.2:	Develop and present workshops about jobs and contracting opportunities at the SFHA			R			
TASK 4.3:	Enhance public and community information about jobs and contract opportunities through community newspapers and public service announcements			R			

DIVISION/DEPT: AFFIRMATIVE ACTION		NEW REVISED ORIGINAL				C-COMplete R-REvised O-ORIGINAL															
OBJECTIVE 5: FACILITATE APPROPRIATE EQUAL EMPLOYMENT OPPORTUNITY TRAINING		1992-1993 YEAR 1 1 2 3 4				1993-1994 YEAR 2 1 2 3 4				1994-1995 YEAR 3 1 2 3 4				1995-1996 YEAR 4 1 2 3 4				1996-1997 YEAR 5 1 2 3 4			
TASK 5.1: Develop a cultural diversity training program for staff and residents		R																			
TASK 5.2: Develop a mechanism for handling in-house discrimination claims						R															
TASK 5.3: Develop supportive opportunities for women in construction and maintenance units		---				-Ongoing----															









# FINANCE DIVISION



## **PART I: GENERAL NARRATIVE**

The primary responsibility of the Finance Department is to safeguard assets of the agency. Finance handles all cash management, accounts payable, payroll, budget, complex accounting for rehabilitation, construction, CDBG, development funds, drug elimination and other federal grant program funds.

Finance also manages Section 8 funding - Mod Rehab, State Aftercare, and the Homeless Grant. The Division is responsible for payroll, managing the general ledger, quarterly reports to HUD, budget (operating and Section 8). The division currently functions with 21 staff members.

The Finance Department has continued to make substantial progress in strengthening financial management practices. The Conventional Public Housing operating reserves exceeded the projected reserve level of 40 percent. Increased funding through the Comprehensive Improvement Grant, (formerly CIAP) has led the Finance Department to develop increasingly responsive monitoring and control systems. New procedures are in place, have been reviewed by HUD and found to be adequate.

This report includes two objectives from the previous reporting period: an audit of all assets and the development of a financial management procedures manual. We must audit the Authority's land, structures and equipment (assets) in order to acquire an unqualified audit opinion on the annual audited statement. In this report we have identified an action plan. Second, a comprehensive manual for financial management and accounting policies and procedures needs to be developed. Currently, funding is available in our CIAP grant to develop and produce the manual. Furthermore, with the assistance of the Internal Audit Department, a technical writer will provide Finance with guidance, written format and help in writing those policies and procedures for approval by the Executive Director.

Given the level of growing responsibility for all major financial management activities at the Authority, the department needs to increase capacity in the accounting area. Capacity relates to improvements in staffing, resources available to undertake crucial activities in the financial management areas and providing training to staff periodically to make them aware of current programs, regulations and policies and procedures. Capacity also refers to resources and technical assistance available to staff. One of the most important components of improved controls will be the enhanced automated management information system now being implemented.

The Finance Division also recognizes the importance of an accounting manual detailing policies and procedures. Once the manual is completed the Finance Division will be able to reference important SFHA policies and procedures and more easily identify important HUD Handbooks and other significant publications and guides.

The Finance Division plans to develop a much needed reference library to accommodate all financial publications for review and reference. Training will be provided for the finance, accounts payable, accounts receivable, and program accounting staff to familiarize them with public housing program requirements and regulations.

Training will be also be provided for those staff members who are not current with new regulations or need to develop new techniques, plan enhancements or adjust to changing requirements of the financial environment. A training plan will be developed for staff and periodic reviews of important program regulations and responsibilities should be included and discussed in staff meetings. Currently, the Comprehensive Plan includes the development of a comprehensive training program. This training program will include basic and essential accounting and HUD rules (including handbooks), along with Project Based Accounting (PB-A). An internal training program for other staff members of this agency will address government financial practices, and financial training to Resident Management Councils (RMCs) will be provided.

The Finance Division intends to expand the planning capacity within the budget section. Critical to operations in this division is a workable method of projecting future needs. A planning emphasis will help the SFHA adequately project changes that are likely to occur in its financial position.

An ability to forecast revenues and expenses as part of the annual budget has previously been a weakness. Finance has addressed this with increased emphasis on improvements in the process used to develop operating and capital improvement budget requests. During fiscal year 1994, the SFHA will implement Project-Based Budgeting (PBB). The PBB will include extensive participation by the Property Managers.

In order to comply with HUD statutes, the SFHA's PBB will implement project-based budgeting and accounting system supports for decentralization of housing management. Training will be provided to all housing management staff in this current fiscal year and fiscal year 1994 on project-based budgeting. Other personnel will be included as appropriate.

Finance will continue to work closely with the Internal Audit Department in developing a work plan each year to include areas where Finance feels there is a high level of risk or exposure. Part of the process for assessing internal controls is a risk assessment to be conducted by the Office of Internal Audit.

## **PART II: REPORT ON OBJECTIVES**

### **OBJECTIVE 1**

**Description: Establish Sound Accounting Procedures, System of Internal Controls and Record Keeping**

*General Intent.* The intent of this objective is to provide assurance that systems operate as planned. The Finance Division will make and keep books, records, and accounts, which, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets belonging to SFHA. We will continually evaluate the effectiveness of the system and monitor for compliance. This objective contains four tasks defined below.

#### *Status of Tasks.*

*Task 1.1:* Reevaluate existing Accounting procedures and controls in each area of the Finance Division in preparation for installation of the new Management Information System.

*Status.* The SFHA Finance Division will provide information throughout the agency to assist in (a) maintaining accountability and (b) making sound operational decisions Finance needs to review existing practices to determine which are in conflict with HUD or agency rules and need to be modified. We will develop new procedures where none existed before and revise existing procedures as appropriate.

*Task 1.2:* Review and revise existing accounting manuals in conjunction with new MIS.

*Status.* This current fiscal year the SFHA is conducting a massive computer conversion which will affect all major accounting functions. Existing manuals that relate to the System 38 IBM General Accounting will no longer be sufficient. Therefore, new manuals will be written on each functional accounting area.

*Task 1.3:* Evaluate all Audit Findings and implement recommendations approved internally.

*Status.* As a result of an audit conducted by HUD OIG Region IX, dated September 1992, numerous audit findings were disclosed. HUD provided target dates for resolving financial and accounting findings from the IG Audit. We strongly believe that the majority of



the exceptions as noted in the report are without merit and lack substantial evidential matter to support the exceptions. Nevertheless, our responses will address the exceptions noted and propose that the findings be closed based on further analysis by HUD and compliance with all regulations and statutes.

**Task 1.4:** Review the appropriateness over the current controls of the general ledger. Create and maintain financial management reports.

**Status.** Since the last reporting period, Finance has hired new staff in key positions. We believe that it has become necessary to review current duties and align all staff with appropriate responsibilities to safeguard assets. Subsequent to our review of internal controls over the general ledger, finance will develop appropriate financial management reports.

## **OBJECTIVE 2**

**Description: Complete audit of SFHA Land, Structures And Equipment**

**General Intent:** The San Francisco Housing Authority has not had an unqualified opinion of its financial audit report since 1969. One outstanding exception that has yet to be reconciled is the true value of the land, structures and equipment owned by the Authority.

**Status of Objective.** An audit of the Authority's property, plant, and equipment accounts will resolve this outstanding audit exception. This objective contains one task defined below.

**Task 2.1:** Reestablish Land, Structures and Equipment Fixed Assets Ledger.

**Status of Task.** During the last three years the accounting staff has reconstructed the accounting records for property and equipment. An audit of property and equipment is expected to result in an *unqualified* opinion on the financial statements. Once the audit is completed, a single staff person will be responsible for maintaining the fixed assets ledger and will review and develop written procedures as necessary. Training will occur for Finance, Procurement and other management areas allowing continuity of control over fixed assets.

## **OBJECTIVE 3**

**Description: Improve Cash Management**

**General Intent:** Ensure that funds are available to finance SFHA's current operations. This objective contains one task defined below.



**Task 3.1: Develop a Cash Forecasting System.**

*Status of Task.* The Finance Division is responsible for cash management and identifying and securing funds in advance of having to use them. Finance must be able to anticipate potential shortfalls and avoid jeopardizing daily operations. Cash flow projections will assist the SFHA plan better for future needs. Occasionally, cash balances may be much higher than immediate needs. This idle cash should be invested in short-term money market instruments as soon as the cash becomes available to preserve cash requirements. Whether a shortfall or a surplus is projected, the Finance Division must take the appropriate action in a timely manner.

**OBJECTIVE 4**

**Description: Implement Project-Based Budgeting/Accounting System**

*General Intent:* Develop and implement a Project-Based Accounting System in accordance with HUD guidelines by the beginning of Fiscal Year 1994. Once the system is running, PBA will enable the SFHA to establish budgets at the development level and closely monitor each development's income and expenditure levels.

*Status of Objective.* This objective has three tasks defined below.

**Task 4.1:** Design accounting structure to accommodate changes in organization structure.

*Status.* The PBA system will be implemented at the same time our major computer conversion will take place. Although we do not anticipate any delays, Finance anticipates an increase in the amount of work hours to ensure compliance, accuracy and validation. Implementation steps have been completed and a training period and demonstration schedule is set for the last quarter of the 1993 fiscal year.

**Task 4.2:** Prepare budgets by project

This task was revised to incorporate training for the development level staff on information such as 1) why are budgets prepared? 2) what information is needed to prepare a budget? and 3) the budget process itself. During the current fiscal year, the goal is to provide training and information on the budget process to the management operations staff, district managers, maintenance staff and the property managers at each development. During the second and third quarter fiscal year 1994, the same staff will receive the tools and resources necessary to prepare and present the fiscal year budget for 1995.

**Task 4.3:** Monitor income and expenditures by project.

**Status.** Finance extended the date to coincide with the implementation of the new Management Information System. The new MIS will have a major impact on the way Finance tracks and monitors income and expenditures by development. Once the new management information system is on line, reports will be generated which are designed to the format requested by the management staff.

## **OBJECTIVE 5**

**Description: Develop an External/Internal Financial Training Program**

**General Intent:** This objective was written to reemphasize the importance of providing formal training to SFHA staff on current accounting practices and new techniques in accounting theory. Finance is determined in this five year plan to provide state of the art accounting and financial management training materials which closely match daily activities and financial operations. This objective contains two tasks defined below.

**Task 5.1:** Develop internal training program.

**Status.** Finance has already developed internal training packages. However, because of time constraints none of the courses developed have been scheduled or conducted. Resident Management Councils (RMCs) are also targeted for basic accounting (bookkeeping) courses. During the Fiscal Year 1994, Finance will develop new course materials and facilitate the training.

**Task 5.2:** Develop external training system.

**Status.** Currently, Finance, with the assistance of the Personnel Division, is reviewing local outside sources that provide accounting/financial management training. Finance has reviewed current course materials offered by some local universities. A matrix identifying training provided in the last fiscal year including the type of course and staff attending, will be a valuable tool for measuring adherence to goals.

Finance will also identify courses that would be suitable for our Resident Management Councils (RMCs) on the general concepts of accounting (bookkeeping) and budgeting.

## OBJECTIVE 6

### Description: Establish Internal Payroll System in Conjunction with the New MIS

**General Intent:** Develop an integrated payroll system that will interface with the other accounting systems of the agency including Personnel Services, General Ledger, Accounts Payable, Service Work Orders and Cash Management.

**Task 6.1:** Determine overall payroll function and objectives for internal processing.

**Status.** The payroll system remains the only accounting system in the agency dependent on outside services. This creates limitations in our ability to update and retrieve valuable data which are useful for management purposes. An effective in-house payroll system is possible and desirable because it can be tailored to our specific needs. It also can meet requirements of applicable tax and labor laws, interface automatically with the other systems of the agency, perform job costing in conformity with our budget system, and prepare various management reports according to our needs. Additional staff will be required to operate an in-house payroll system.

**Task 6.2:** Determine the external and internal reporting requirements.

Among the most important features of an in-house payroll system is its ability to comply with tax regulations in terms of depositing payroll taxes and deductions within statutory due dates, and its ability to generate data for statutory reports, and quarterly and annual payroll tax returns. Furthermore, the payroll system should have the capability of generating internal reports according to our specific requirements.

**Status.** Finance Division will develop an internal payroll procedures manual to document the entire payroll process. This manual will contain definite tasks and timetables to process payroll documents on a regular basis. Staff assigned in the Payroll Department will be given specific duties and responsibilities in the performance of their payroll functions. Most importantly, the preparation and filing of government reports and forms will require significant attention and must be implemented on schedule in order to avoid penalties.

## SUCCESS INDICATORS

### OBJECTIVE 1

**Description:** To Establish Sound Accounting Procedures, System of Internal Controls and Record Keeping

*General Intent.* Without adequate policies and procedures, any financial operation would be subject to a performance that is inconsistent, unpredictable, and unreliable. Internal controls improve when the policies and procedures are written down in a convenient format and made available to members of the Finance staff according to their various responsibilities. Orderliness of records, work areas, storage areas, and processes essential to improving record keeping in Finance. However, there are many possible threats to effective internal controls. These are: management override, conflicts of interest, access to assets and substance over form. Internal control weaknesses in subsequent audit reports will not disclose any of the above stated exceptions.

### OBJECTIVE 2

**Description:** Complete Audit of SFHA Land, Structures and Equipment

*General Intent.* The audit report issued for the period ending September 30, 1993 will have a clean, unqualified opinion. This will be the first since the 1969 year-end financial report was issued.

### OBJECTIVE 3

**Description:** Improve Cash Management

*General Intent.* Improvement in our current cash position will be another success indicator. Providing adequate cash management means the Authority will be able to pay current payables in a timely fashion and emergency payments can be accomplished. The weekly cash flow analysis is reliable and accurate, and readily allows movement of resources.

#### **OBJECTIVE 4**

**Description:** Implement Project-Based Budgeting/Accounting System

*General Intent.* The Property Managers will be responsible for the operations of their developments. Managers will be responsible to budget and account for resources, such as revenue (rent) over expenditures (staff).

#### **OBJECTIVE 5**

**Description:** Develop an External/Internal Financial Training Program

*General Intent.* A training program will assist staff in learning what is new in the field and will promote consistency and quality in the work of Finance employees. The Finance training program will have as its primary objective to enhance individual skills and achieve departmental goals. We will develop an in-house training program that will be designed and carried out by our own staff. Once the policy and procedures manual is developed, it will promote consistent application of departmental methods and techniques.

#### **OBJECTIVE 6**

**Description:** Establish Internal Payroll System In Conjunction With The New MIS

*Status of Objective:* Establishing an in-house payroll system will be another success indicator. This objective will be accomplished once we select staff to operate the section competently and initiate the in-house payroll system.

**PART III: TIMELINE CHARTS - 5 YEAR WORK PLAN (SEE ATTACHED)**





DIVISION/DEPT:	FINANCE DIVISION	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
<b>OBJECTIVE 1: ESTABLISH SOUND ACCOUNTING PROCEDURES, SYSTEM OF INTERNAL CONTROLS AND RECORD KEEPING</b>							
<b>TASK 1.1: Reevaluate existing Accounting procedures and controls in each area of the Finance Division in preparation with the new MIS.</b>							
<b>SUBTASKS::</b>							
a)	Complete Analysis of the current internal processing (make recommendations).	-----R---					
b)	Test the internal controls of the present system and make appropriate recommendations.	-----R---					
c)	Complete and implement new revised procedures.	-----R---					
<b>TASK 1.2: Review and revise existing accounting manuals in conjunction with new MIS</b>							
a)	Tenant Accounting	-----R---					
b)	Cash Receipts	-----R---					
c)	Journal Entries	-----R---					
d)	General Ledger	-----R---					
e)	Accounts Payable	-----R---					
f)	Section 8 Accounting	-----R---					
g)	Utility Billing	-----R---					
h)	Bank Reconciliation	-----R---					
i)	Force Account	-----R---					
j)	Payroll	-----R---					

DIVISION/DEPT: FINANCE DIVISION		NEW REVISED ORIGINAL	1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE 1: ESTABLISH SOUND ACCOUNTING PROCEDURES, SYSTEM OF INTERNAL CONTROLS AND RECORD KEEPING																						
TASK 1.2: Review and revise existing accounting manuals in conjunction with new MIS																						
	k) Stoves & Refrigerators																					
	l) Fixed Assets																					
TASK 1.3: Evaluate all Audit Findings and implement recommendations approved internally.																						
SUBTASKS:: a) Evaluate the appropriateness of each finding.																						
	b) Develop a due date for corrective action. Current RIGA Findings:																					
	1) Complete a comprehensive Financial Management Improvement Plan.																					
	2) Revise existing internal procedures to incorporate controls over cash disbursements approval authority at the supervisory level.																					
	3) Review and revise as necessary the procedures over the issuance of manual checks are kept at a minimum.																					
	4) Complete analysis of tenant accounts with credit balance and make recommendations.																					
	5) Develop internal procedures, that comply with States' Unclaimed Property Law.																					



DIVISION/DEPT:	FINANCE DIVISION	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
<b>OBJECTIVE 1: ESTABLISH SOUND ACCOUNTING PROCEDURES, SYSTEM OF INTERNAL CONTROLS AND RECORD KEEPING</b>							
<b>TASK 1.3:</b>							
	Evaluate all Audit Findings and implement recommendations approved internally.						
	6) Develop internal procedures that ensure employees personal expense attributed to telephone calls, parking tickets, and union dues are reimbursed to the Authority in a timely manner.	-----R---					
	7) Develop a training matrix for each fiscal year that discloser prior training and forecast of training to be provided to Finance staff during current fiscal year.	-----R---					
	8) Revise and develop new internal procedures for allocating salary and fringe benefit cost to other programs.	-----R---					
c)	Determine responsible official (department).	-----R---					
d)	Close the findings.	-----R---					
<b>TASK 1.4:</b>							
	Review the appropriateness over the current controls of the general ledger. Create and maintain financial management reports.						
a)	Complete analysis of current duties and responsibility.	-----R---					
b)	Develop and prepare subsidy ledgers for appropriate general ledger control accounts.	-----R---					
c)	Develop and generate key financial management information internally.	-----R---					

DIVISION/DEPT: FINANCE DIVISION		NEW REVISED ORIGINAL		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
OBJECTIVE 2: COMPLETE AUDIT OF SFHA LAND, STRUCTURES, AND EQUIPMENT																							
TASK 2.1: Re-establish, Land, Structures and Equipment fixed assets ledger.																							
a)	Complete external independent audit of all fixed assets since inception.	-----				-----R-----																	
b)	Identify responsible staff to maintain fixed asset.	-----				-----R-----																	
c)	Rewrite procedures.	-----				-----								-----R-----									
d)	Tag all non-expendable equipment.	-----				-----								-----R-----									
e)	Provide additional training for fixed asset accounting.	-----				-----R-----																	

DIVISION/DEPT:	FINANCE DIVISION	NEW REVISED ORIGINAL	1992-1993 YEAR 1	1993-1994 YEAR 2	1994-1995 YEAR 3	1995-1996 YEAR 4	1996-1997 YEAR 5
			1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
<b>OBJECTIVE 3: IMPROVE CASH MANAGEMENT</b>							
TASK 3.1: Develop a cash forecasting system.							
SUBTASKS:	a)	Determine cash requirements monthly for current fiscal year.					
	b)	Reduce or revise current cash reporting system:					
	1)	Prepare monthly cash requirement.					
	2)	Prepare yearly cash flow analysis tied to CIAP, CDBG, etc.					

DIVISION/DEPT:	FINANCE DIVISION		NEW REVISED ORIGINAL	1992-1993 YEAR 1	1993-1994 YEAR 2	1994-1995 YEAR 3	1995-1996 YEAR 4	1996-1997 YEAR 5
			1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
<b>OBJECTIVE 4: IMPLEMENT PROJECT-BASED BUDGETING/ACCOUNTING</b>								
TASK 4.1:	Design accounting structure to accommodate changes in the organizational structure.							
SUBTASKS:	a) Meet with the Executive Director and divisional heads to determine cost centers.	-----R--						
	b) Set-up account codes for these cost centers.	-----R--						
	c) Distribute codes to staff for review and comments.	-----*						
	d) Finalize account system.	-----*						
	e) Train the staff on the system.	-----			---O---	--R-		
	f) Establish testing period and modify as necessary.	-----*						
	g) Finalize and execute the system.	-----R						
TASK 4.2:	Prepare budgets by project.							
SUBTASKS::	a) Provide staff with historical data to assist in formulating a realistic budget.	-----			---O---	--R-		
	b) Consolidate information from project for review.	-----			---O---	--R-		
	c) Determine availability of funds for each project.	-----			---O---	--R-		
	d) Modify budgets to accommodate program priorities and funding sources.	-----			-----O	--R-		
	e) Finalize budget package:							
	1) Present budget to Finance Committee for review and approval.	-----			---O---	--R-		
	2) Submit budget to full board for approval.	-----			---O---	--R-		
	3) Submit budget to HUD for approval.	-----			O	P		

DIVISION/DEPT:		FINANCE DIVISION		NEW REVISED ORIGINAL				C-COMPLETE R-REVISED O-ORIGINAL													
OBJECTIVE 4: IMPLEMENT PROJECT-BASED BUDGETING/ACCOUNTING		1992-1993 YEAR 1 1 2 3 4				1993-1994 YEAR 2 1 2 3 4				1994-1995 YEAR 3 1 2 3 4				1995-1996 YEAR 4 1 2 3 4				1996-1997 YEAR 5 1 2 3 4			
TASK 4.3:		Monitor income and expenditures by project.																			
SUBTASKS::		a)		Create reports to capture data by project cost center.																	
		b)		Distribute reports to departments for review and budget compliance.																	



DIVISION/DEPT:	FINANCE DIVISION	NEW REVISED ORIGINAL	1992-1993 YEAR 1	1993-1994 YEAR 2	1994-1995 YEAR 3	1995-1996 YEAR 4	C-COMplete R-REVISED O-ORIGINAL
		1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1996-1997 YEAR 5
<b>OBJECTIVE 5: DEVELOP AN EXTERNAL/INTERNAL FINANCIAL TRAINING PROGRAM</b>							
<b>TASK 5.1: Develop internal training program</b>							
SUBTASKS:	a) Identify internal training needs	-----R					
	b) Identify internal training curriculum	-----R					
	c) Provide internal training for RMCs	-----R		--R			
	d) Complete a matrix of training provided for each fiscal year	-----R					
	e) Provide in-house training to other departments	-----R		-----R			
<b>TASK 5.2: Develop external training system</b>		-----R		-----R		--R	
SUBTASKS:	a) Identify training SFHA staff	-----R					
	b) Identify training RMC staff	-----R		--R			

DIVISION/DEPT: FINANCE DIVISION		NEW REVISED ORIGINAL	1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE 6: ESTABLISH INTERNAL PAYROLL SYSTEM IN CONJUNCTION WITH THE NEW MIS SYSTEM																						
TASK 6.1: Determine overall payroll function & objectives for internal processing.																						
a) Determine the staffing requirement and make recommendations.																						
TASK 6.2: Determine the external & internal reporting requirements.																						
SUBTASKS: a) Meet Banking Officials to determine their requirements for Tax reporting.																						
b) Reestablish payroll time frames for biweekly payroll.																						
c) Develop payroll procedures.																						
d) Train Staff.																						









**MANAGEMENT  
INFORMATION  
SYSTEMS**



**PART I: GENERAL NARRATIVE**

The major goal of the Management Information Systems (MIS) Department has been and continues to be directed toward installing and implementing a new major, integrated, automated system for the San Francisco Housing Authority. We are pleased to report that we have made positive strides toward this objective since our last Semi-Annual Report over a year-and-a-half ago. In March, 1993, the agency executed a contract with Creative Computer Solutions (CCS), for the purchase of new hardware, software, and related services.

In February of this year, the agency hired a new Project Manager whose background and former experience suits her well for her current position. Her primary responsibility is to spearhead and coordinate the agency's effort toward getting the system up and running as quickly and smoothly as possible. She has been and will continue to work closely with existing IS staff and all user Departments to bring everyone up to speed on the new system.

While much is happening on implementing a new system for the SFHA, we have not been standing still on the existing IBM system. Much work continues to keep it working and meeting the SFHA's interim needs during its phase-out period. Too, the MIS Department also provides technical support to our users of personal computers, which numbers nearly one hundred.

In brief, the MIS Department and the agency has embarked on an exciting journey toward implementing our new system. The system, after being implemented and the staff trained on its use, should serve our needs for many years to come. The MIS Department, as the technical service component of the agency, looks forward to this opportunity to assist on its successful implementation and completion.

## **PART II: REPORT ON OBJECTIVES**

### **OBJECTIVE 1**

**Description: Provide Agency with a New, Integrated Information System**

*General Intent.* It is the intent and objective of the SFHA to acquire an entirely new, integrated, automated system to meet its computing needs.

*Status of Objective.* Since the issuance of the last six-month report in late Fall, 1991, there has been work toward acquiring an entirely new MIS system for the SFHA. During Fall, 1991, the agency's Internal Auditor, with assistance from an outside consultant, coordinated the input of all Departments on their systems' needs. This resulted in a Request for Proposal (RFP) which was issued in January, 1992. Three formal responses to the RFP were received by the established due date. A steering committee and Departmental representatives closely reviewed the responses to establish which one most closely met the agency's needs.

Field visits were made late Spring to the two PHAs which had systems provided by the top finalists. By summer, it became clear that one firm's product more closely met our stated needs. With this information, the agency started to move toward clarifying our technical requirements and finalizing other contractual terms. In December, 1992, the Board of Commissioners approved, the selection of the top contender and authorized the agency to complete its contract negotiations. This was done in March, 1993.

A Project Manager was hired in February to spear-head and coordinate the agency's efforts toward the installation, testing, implementation, and completion of the new automated system. The implementation and phase-in have been divided into three major application phases. Given the size and scope of this project, it is envisioned that this entire effort may take up to two years.

## OBJECTIVE 2

### **Description: Support Departmental Operations During IBM Phase-Down by Meeting Their Immediate System Needs**

**General Intent.** The intent of this objective is to provide MIS support to all Authority departments and to assist in meeting departmental and Agency-wide needs.

**Status of Objective.** Following are some major areas completed since the last Six Month Report:

- Housing Management - The Home Inspection System was fully completed in March, 1992, and the User Manual issued. Orientations to the system were provided to the staff to get them started. The system was particularly useful at the fiscal year-end in assuring that all conventional, public housing units were inspected during the year.
- Fall, 1992, MIS was instrumental in automating and saving the tedium and hundreds of hours of manually calculating the Aid to Families with Dependent Children (AFDC) grant reductions.
- Eligibility - The Board of Commissioners met in Fall, 1992, to adopt some major changes to the admissions processing. The particular area which was affected was our handling of how the waiting list is sequenced. The agency opted to effect a sequencing process which gave numerical weights to various eligibility factors. This work was completed and implemented in January, 1993.
- Rent Collections - In reviewing the utility allowances, the agency learned that some information needed updating. Toward that end, calculations were made late Spring, 1992, for the affected units. Retroactive credits were given to families. This was reflected in their rent statements for June, 1992. This helped reduced the amount outstanding for many families; for others who opted for it, the credit went toward crediting future rent charges.
- Maintenance - An entirely new system was created to allow the tracking of Home Inspection and Preventive Maintenance work orders. These were required by HUD, as part of the Public Housing Management Assessment Program (PHMAP).
- Finance - In late 1992, the SFHA learned from the IRS that we had to initiate a process to calculate backup withholding for some Section 8 landlords. The government wanted to assure that a sufficient amount is withheld for federal income tax purposes. December, 1992, was designated as the test month. In January, 1993, it was fully activated.

### OBJECTIVE 3

**Description: Establish and Support the Various Types of Personal Computer Needs**

*General Intent.* The desire is to have all users of personal computers sufficiently trained and supported in the proper operation of the machines.

*Status of Objective.* The MIS Department continues to support the machines and our users, as needed. Hardware problems will be contracted out to an outside repair company. To help users make better use of their machines, several courses were given on orientation to computers, the disk operating system (DOS), and word processing.

We will be exploring additional and creative ways in which users of the personal computers can be supported in their use of the machines.



### SUCCESS INDICATORS

- Timely preparation and submission of needed external/internal reports
- Successful interim system fixes during IBM phase-down period
- Greater users' understanding and satisfaction on the use of their personal computers and related applications
- Better agency and management coordination of the departmental needs
- More productive use of existing machines

*Note: The earlier "Objective 3 - Installation of Inter-Division Communication System" was deleted in light of our moving toward an entirely new agency automated system. The latter should provide the benefits originally intended by the inter-departmental personal computer network.*

Some criteria by which the attainment of the above can be measured follows:

- More needed reports should be easily and quickly available to users
- More and better internal control of the agency's operation will be achieved
- Eliminate the need to enter duplicate or similar system information
- Greater user satisfaction with their use and understanding of their system
- Improved communication between functional working areas.

### PART III: TIMELINE CHARTS - 5 YEAR WORK PLAN (SEE ATTACHED)



DIVISION/DEPT:	MANAGEMENT INFORMATION SYSTEM	NEW REVIS ORIGINAL				C-COMPLETE R-REVISED O-ORIGINAL			
		1992-1993 YEAR 1	1993-1994 YEAR 2	1994-1995 YEAR 3	1995-1996 YEAR 4	1996-1997 YEAR 5			
	OBJECTIVE 1: PROVIDE AGENCY WITH A NEW, INTEGRATED INFORMATION SYSTEM	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4			
	TASK1.1: Organize steering/user committees								
	SUBTASKS: a) Develop system specification	---C							
	b) Release Requests Proposal	---C							
	c) Select top vendor>Select top vendor	---C							
	TASK 1.2: Preparation for New System								
	a) Set up new computer room	-----C							
	b) System Support staff prepare for conversion/reorganization	O							
	c) Install new computer	O							
	d) MIS move to Egbert second floor	O							
	e) Start technical hardware/software library	O							
	f) MIS computer training	O							

DIVISION/DEPT:	MANAGEMENT INFORMATION SYSTEM
OBJECTIVE 1: PROVIDE AGENCY WITH A NEW, INTEGRATED INFORMATION SYSTEM	
TASK 1.3: Phase I (Install General Ledger, Housing Eligibility, Work Order, Tenant Accounting)	
SUBTASKS:	a) System Support Analyst review
b) MIS start data conversion	c) Install software
d) Install custom software	e) MIS/User terminal training
f) MIS/User setup training	g) MIS/User application training
h) Production test of new system	i) Acceptance testing of new system
j) Plan turn off of related IBM applications	k) MIS Training-System Administration II
TASK 1.4: Phase II (A/P, Purchasing, Bank Reconciliation, Section 8 Inventory)	
SUBTASKS:	a) System Support Analyst Review
b) MIS start data conversion	c) Install software
d) Install custom software	e) MIS/User terminal training
f) MIS/User setup training	

DIVISION/DEPT:	MANAGEMENT INFORMATION SYSTEM	NEW REVISED ORIGINAL				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE 1: PROVIDE AGENCY WITH A NEW, INTEGRATED INFORMATION SYSTEM	TASK 1.4: Phase II (A/P, Purchasing, Bank Reconciliation, Section 8 Inventory)																				
	g) MIS/User application training								0												
	h) Production test of modules								----	0											
	i) Acceptane testing of modules								----	0											
	j) Plan turn off of related IBM applications								0												
TASK 1.5:	Phase II (Equipment Maintenance, Fixed Assets, Force Accounts, Payroll/Personnel, Modernization/Development)																				
	a) System Support Analyst review								----	0											
	b) MIS start data conversion								----				--0								
	c) Install software								--				--0								
	d) Install custom software								----				--0								
	e) MIS/User terminal training								--				--0								
	f) MIS/User Setup training								--				--0								
	g) MIS/User application training								--				--0								
	h) Production test of modules								--				--0								
	i) Acceptance testing of modules												-----0								
	j) Plan turn off of related IBM applications												-----0								
TASK 6:	Deactivate/Dispose of IBM System 38																	0			

DIVISION/DEPT:      MANAGEMENT INFORMATION SYSTEM	NEW _____ REVISED _____ ORIGINAL _____												C-COMplete R-REvised O-ORiginal											
OBJECTIVE 2: SUPPORT DEPARTMENTAL OPERATIONS DURING IBM PHASE-DOWN BY MEETING THEIR IMMEDIATE SYSTEM NEEDS	1992-1993 YEAR 1 1   2   3   4				1993-1994 YEAR 2 1   2   3   4				1994-1995 YEAR 3 1   2   3   4				1995-1996 YEAR 4 1   2   3   4				1996-1997 YEAR 5 1   2   3   4							
TASK 1:      Prepare reports for audit and other external purposes	-----O																							

DIVISION/DEPT:	MANAGEMENT INFORMATION SYSTEM	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
OBJECTIVE 3: ESTABLISH AND SUPPORT THE VARIOUS TYPES OF PERSONAL COMPUTER NEEDS							
TASK 1:	Formulate and assess user's PC needs	0					
TASK 2:	Create a plan to support the established needs of Users, Hardware, and Software	0					











# **MATERIALS MANAGEMENT**



## **PART I: GENERAL NARRATIVE**

The five year work plan for Materials Management, as presented in this document, is the culmination of careful consideration and planning for future needs based on an assessment of the Authority's mission and long range goals. As stated in the revised mission statement, the focus of the SFHA is on advocating economic stability and human services for its clientele in addition to the traditional role of providing decent, safe, and sanitary housing. As part of Materials Management's role in assisting with a successful move in this direction, objectives have been revised or added to this department's work plan that provide support for economic development of resident groups and obtaining a variety of human services targeted for the public housing population, while strengthening the foundation on which this department's basic functions are built.

Stimulated by the growth of Resident Management Corporations (RMCs) and the HOPE program, the Authority finds itself in the midst of a revolutionary thought process, one that encourages creative and long-term economic solutions to the plight of those living in public housing. The role of Materials Management in this process is to offer technical support and training services to residents so that they may not only be competitive in the business environment, but also successful in their struggle for economic stability. Materials Management has committed to identifying business opportunities to resident groups and individuals, and working with them in establishing an entrepreneurial attitude. The various objectives and tasks in the new five year work plan have been developed, in part, with the intention of achieving the goals stated herein.

While advocating the development of economic opportunities for residents is an important issue that garnered considerable attention in Materials Management's work plan, the main focus of this department's objectives continues to be improving its support services to the Authority and its residents. This includes additional training for SFHA staff on procurement regulations and procedures, expansion of inventory space, re-organizing and updating files, continuation of a very successful fleet program, standardizing materials and initiating material requirements planning, revising contract and fixed asset administration procedures, and establishing a new stock numbering system that is geared toward better efficiency in stocking supplies and issuing material therefrom.

Having developed and revised its five year work plan the Authority, and in particular Materials Management, finds itself well poised to face future challenges in public housing. With support and cooperation from staff, residents, and the general public, the objectives outlined above will be achieved in the foreseeable future and will serve as encouragement for the development of even greater goals and aspirations for all concerned.

## **PART II: REPORT ON OBJECTIVES**

### **OBJECTIVE 1**

**Description: To Expand the Warehouse Storage Capacity and Streamline Operations in Order to Provide a Full Complement of Services in a Prompt and Cost Effective Manner**

*General Intent.* As stated in the previous report, the main purpose of this objective is to maximize productivity by eliminating inefficiencies and implementing a system that delivers materials and supplies to staff as quickly as possible. Tasks have been changed from, or added since the previous reporting period to emphasize the goal of this objective and to renew the commitment of Materials Management in providing a quality level of service. In addition, consideration for the economic development of public housing resident groups has been folded into the service component of this objective.

*Status.* The tasks presented under objective one encompass a broad range of activities associated with the triumphant attainment of this objective. Task 1.1 was achieved during the previous reporting period and has therefore been omitted from this report. Some of the other tasks, including 1.2, 1.3.a, 1.4.a and b, 1.5.a, b, and most recently 1.5.c, and tasks 1.6.a and b, have been completed during this reporting period. A number of other tasks related to objective one remain outstanding, but we are confident that they will be aggressively pursued and conquered in a timely manner.

### **OBJECTIVE 2**

**Description: Standardize Materials Used Throughout the Authority's Developments, Including New Construction**

*General Intent.* Objective two is probably the most ambitious and difficult objective for Materials Management to achieve. The main focus of material standardization is to assist maintenance staff in performing repairs more efficiently. It is also intended to allow for the reduction in the number of repair and replacement parts kept in truck stock and as inventory items, encourage price discounts on larger quantity orders, ease training requirements for new craft and warehouse personnel, and to permit greater flexibility in job assignments. One important goal of this objective is to promote and enhance needs assessment and planning, and foster better communications between the various departments.

*Status.* This objective was streamlined to more closely focus on critical issues without deviating from the objective itself, and does include some tasks that have been accomplished

during the current reporting period. In particular, implementation of a disposition policy and development of related procedures (tasks 2.4.a and c) were completed this fiscal year. Also, tasks 2.3.a and b have been completed, but will require additional modifications due to the implementation of a new stock numbering system. There are plans to hire a Material Requirements Planning (MRP) Coordinator through Comp Grant funding in the near future. This position is critical for the successful implementation of other components of this objective such as MRP, development of parts specifications, and coordination of quality control.

### **OBJECTIVE 3**

**Description:** To Maintain a Fleet Program That Emphasizes Driver Safety, Accident Prevention, and Vehicle Maintenance

*General Intent.* The description of this objective was changed to better reflect its true purpose. That is, to provide safe and reliable transportation to staff while conducting business on behalf of this agency. In addition, by demonstrating concern for the appearance and condition of Authority vehicles, achieving this objective will boost employee morale, serve as a positive image for the agency overall, extend the useful lives of the vehicles, and increase resale values when scheduled for replacement.

*Status.* Objective three has been successfully implemented for all tasks. Task numbers 3.1, 3.2, 3.5, 3.6, and 3.7 were completed as of the last semi-annual report, and are not included in this document. The remaining tasks, 3.3 and 3.4, were completed at the beginning of the current fiscal year. It must be noted that due to the efforts made to accomplish this objective, the per vehicle insurance premiums paid by the Authority for fleet coverage have dropped significantly each of the past three years. Special recognition must be given to Mr. Charlie Williams, Safety Manager, for his very diligent efforts in upgrading the driver safety training part of the fleet program. A fleet program, by its nature, requires ongoing monitoring and feedback from staff. As such, this objective will continue to receive proper attention and follow-up in order to remain successful.

### **OBJECTIVE 4**

**Description:** Develop Detailed Training Program for Staff, Residents, and Small Businesses

*General Intent.* Objective four is a new objective, replacing one that focused on Materials Management's participation in the development of a new computer system. This objective was developed to address ongoing needs to enhance Materials Management staff skills, educate Authority staff as to the regulations and other laws/guidelines under which procurement activities must operate, offer assistance to Resident Management Corporations (RMCs) and other



resident groups to enhance their business acumen and ability to effectively manage their organizations, and provide opportunities for small and minority/women owned businesses to become better acquainted with the agency and more successful in their proposal writing efforts. The intent of this objective is to provide the foundation for improved services and teamwork among the many different elements of public housing, and greater outreach to SBE, MBE, and WBE firms.

*Status.* Materials Management has conducted various training seminars on fleet policies and procedures, procurement procedures, and appliance tagging. In addition, a brown bag luncheon for women-owned businesses on how to conduct business with the Housing Authority was given some time ago. These efforts were precursors to the development of a formal plan to continue such constructive measures on an ongoing basis. Although still in the planning phase, it is anticipated that the tasks associated with objective four will be completed as indicated by the timelines in the accompanying charts. It must be noted that task 4.3 has been completed and implemented as of this writing, but will be expanded to include training for non-craft personnel.

## **OBJECTIVE 5**

### **Description: Devise and Implement Fixed Asset Program for Proper Monitoring and Control Purposes**

*General Intent.* Objective five was added to Materials Management's work plan so that a formal process could be implemented for proper monitoring of fixed assets. As financial resources become increasingly scarce, it is reasoned that an effective fixed asset management program will allow for better utilization of current fixed assets. The intent of this objective is to provide a comprehensive fixed asset monitoring system that provides optimal control over the procurement, storage, and disposition of all fixed assets while providing the necessary equipment for staff to function in an effective manner.

*Status.* This objective was only recently created. However, Materials Management has a wealth of information and procedures related to some fixed assets that have been updated and kept current. For instance, procedures concerning fleet vehicles, stoves, and refrigerators, the most costly fixed asset items, have been revised and implemented on a continuous basis. Using the knowledge acquired from handling those particular assets, Materials Management will expand its efforts to include all categories of fixed assets. The initial phase will be to revisit the definition of fixed assets as provided in the procurement procedures manual, and revise it to provide a more manageable fixed asset program. This effort will be followed by staff meetings



to discuss workable solutions to tracking and tagging fixed assets, proper transferring of fixed assets, and to reinforce the disposition process that has been distributed to all departments. With cooperation and assistance from the other departments, this objective should be attained within the stated time frame.

### **SUCCESS INDICATORS**

Materials Management understands the need to appropriately monitor its progress toward accomplishing its stated tasks and objectives, and will use every means available to do so. This obviously includes the attainment of the objective itself, but more fundamentally it may include other criteria as success indicators. Materials Management currently uses a detailed tracking mechanism for all its procurement activities related to purchase orders and contracts. It is through this tracking mechanism that the success of various components of the five year work plan may be statistically measured. The department may also develop an in-house comment card to ascertain its performance in the eyes of those it is providing services for. This method has been proven to be effective in a variety of businesses for the purpose of gauging clientele satisfaction. The comment card, if properly used, will provide additional statistical information related to the performance of the department. Other criteria that may be used as success indicators for Materials Management are detailed below, by objective.

#### **OBJECTIVE 1**

The Performance of Materials Management in Attaining This Objective Will be Measured By the Following Success Indicators:

1. Completion of tasks by their projected deadline.
2. Increase in revenue generated by recycling by 10 percent.
3. Issuance of monthly office supply receipts/issues report by department.
4. Issuance of monthly inventory reports from mini-warehouses.
5. Increase warehouse storage capacity by 20 percent.
6. All purchase requisitions are processed within an average of five days.

#### **OBJECTIVE 2**

The Performance of Materials Management in Attaining This Objective Will be Measured by the Following Success Indicators:

1. Completion of tasks by their projected deadline.
2. Obsolete inventory reduced by 50 percent.
3. Use of storeroom issue requisitions (SIRs) and service work orders (SWOs) reduced by 100 percent at the central warehouse.
4. Material requirements plans are submitted by all crafts.
5. Material specifications are written and cataloged for 25 percent of stock items.

### **OBJECTIVE 3**

The Performance of Materials Management in Attaining This Objective Will be Measured by the Following Success Indicators:

1. Completion of tasks by their projected deadline.
2. Insurance premiums are reduced by five percent on a per vehicle basis.
3. At-fault accidents are reduced by 50 percent.
4. Repair costs for vehicles reduced by 25 percent.

### **OBJECTIVE 4**

The Performance of Materials Management in Attaining This Objective Will be Measured by the Following Success Indicators:

1. Completion of tasks by their projected deadline.
2. Increase in contracts with small businesses, women-owned businesses, and minority-owned businesses by 10 percent.
3. All contracts are pre-assigned contract numbers.
4. The number of purchase requisitions returned for information reduced by 50 percent.
5. All Resident Management Corporations (RMCs) have attended procurement training.

### **OBJECTIVE 5**

The Performance of Materials Management in Attaining This Objective Will be Measured by the Following Success Indicators:

1. Completion of tasks by their projected deadline.
2. 100 percent of fixed assets are tagged and logged in computer system.
3. All departments are provided fixed asset procedures and training.

### **PART III: TIMELINE CHARTS - 5 YEAR WORK PLAN (SEE ATTACHED)**

DIVISION/DEPT:	ADMINISTRATION & FINANCE/MATERIALS MANAGEMENT	NEW REVISED ORIGINAL	1992-1993 YEAR 1	1993-1994 YEAR 2	1994-1995 YEAR 3	1995-1996 YEAR 4	1996-1997 YEAR 5
			1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
<b>OBJECTIVE 1: TO EXPAND THE WAREHOUSE STORAGE CAPACITY AND STREAMLINE OPERATIONS IN ORDER TO PROVIDE A FULL COMPLEMENT OF SERVICES IN A PROMPT AND COST EFFECTIVE MANNER</b>							
TASK 1.2:	Identify hazardous waste coordinator.	---C					
TASK 1.3:	Identify site coordinators for paper recycling. Establish aggressive recycling program to include other recyclable items.						
SUBTASKS:	a) Identify staff site coordinator	---C					
	b) Expand services to include cans, bottles, etc.	-----		--O			
	c) Establish resident participation	-----		-----O			
TASK 1.4:	Finalize office supply stock items and requisitioning procedures.						
SUBTASKS:	a) Establish office supply stock list	C					
	b) Set up system for reporting usage	C					
	c) Establish data collection for monthly receipts/issues reports	-----O					
TASK 1.5:	Identify and secure additional storage space at 1815 Egbert to include salvaging obsolete stock items and preparing other additional space for inventory items.	-----		--O			
SUBTASKS:	a) Investigate warehouse needs	C					
	b) Establish mini-warehouses	C					
	c) Solicit architectural services for warehouse improvement design	-----X					
	d) Install warehouse improvements	-----		--X			

DIVISION/DEPT:	ADMINISTRATION & FINANCE/MATERIALS MANAGEMENT	NEW REVISED ORIGINAL				C-COMPLETE O-REVISED X-ORIGINAL			
		1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4			
	<b>OBJECTIVE 1: TO EXPAND THE WAREHOUSE STORAGE CAPACITY AND STREAMLINE OPERATIONS IN ORDER TO PROVIDE A FULL COMPLEMENT OF SERVICES IN A PROMPT AND COST EFFECTIVE MANNER</b>								
<b>TASK 1.6:</b>	Change filing system to uniform indexing method established by Files Manager.								
<b>SUBTASKS:</b>	a) Re-organize Procurement files	-----C							
	b) Re-organize and index Contract files	-----C							
	c) Re-organize and index Warehouse files	-----O							
<b>TASK 1.7:</b>	Revise stock numbering system to accommodate warehouse re-organization and space utilization.								
<b>SUBTASKS:</b>	a) Implement stock numbering system at main warehouse	-----O							
	b) Implement revised stock numbering system at mini-warehouses	-----O							
	c) Revise stock material order forms to accommodate new numbering system	-----O							
<b>TASK 1.8:</b>	Develop stock catalog for reference purposes to include all changes and revisions to stock numbering system.	-----O							
<b>TASK 1.9:</b>	Provide written instructions that detail the guidelines for contract numbering, monitoring, and filing procedures.	-----O							

DIVISION/DEPT:		ADMINISTRATION & FINANCE/MATERIALS MANAGEMENT												NEW _____ REVISED _____ ORIGINAL _____												C-COMplete R-REVISED O-ORIGINAL											
OBJECTIVE 2: STANDARDIZE MATERIALS USED THROUGHOUT THE AUTHORITY'S DEVELOPMENTS, INCLUDING NEW CONSTRUCTION		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5																			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4												
TASK 2.1:	Establish Material Requirements Planning (MRP) as the mechanism for determining stock levels and items.																																				
SUBTASKS:	a) Determine historical usage pattern for prioritizing items in A, B, C order for re-stocking purposes	C-- ongoing																																			
	b) Hire MRP Coordinator to implement and supervise MRP pilot program	-----O																																			
	c) Establish Quality Control Committee as forum for reviewing MRP goals	-----O																																			
	d) Use usage patterns and pending projects to revise re-order points and obsolete inventory items	-----O																																			
	e) MRP used as mechanism for approving all items to recommend for stock as well as new construction	-----O																																			
	f) MRP used to identify possible substitution parts for slow moving and sole source items	-----R----																																			
TASK 2.2:	Set material standards and specifications for all inventory items as approved by the Quality Control Committee.	--R-----																																			
TASK 2.3:	Revise issue forms for all stock items.																																				
SUBTASKS:	a) Eliminate use of Storeroom Issue Requisitions (SIRs) and Service Work Orders (SWOs) for obtaining supplies	-----O																																			
	b) Design and implement replacement forms	-----O																																			



DIVISION/DEPT:	ADMINISTRATION & FINANCE/MATERIALS MANAGEMENT	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
OBJECTIVE 2: STANDARDIZE MATERIALS USED THROUGHOUT THE AUTHORITY'S DEVELOPMENTS, INCLUDING NEW CONSTRUCTION							
TASK 2.4:	Identify and dispose of obsolete inventory items.						
SUBTASKS:	a) Revise Disposition Policy to provide guidelines on the disposal of personal property	---C					
b)	Identify obsolete inventory	-----O					
c)	Establish disposal procedures	-----C					
d)	Complete disposition of obsolete items not being used	-----O					

DIVISION/DEPT:	ADMINISTRATION & FINANCE/MATERIALS MANAGEMENT	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
OBJECTIVE 3: TO MAINTAIN A FLEET PROGRAM THAT EMPHASIZES DRIVER SAFETY, ACCIDENT PREVENTION, AND VEHICLE MAINTENANCE							
TASK 3.3:	Establish driver safety training courses in cooperation with the Authority's insurer and identify individuals required to participate in such training.	-----C					
TASK 3.4:	Perform needs assessment for vehicle replacement and develop a revised vehicle replacement schedule.	--C & ongoing					

DIVISION/DEPT: ADMINISTRATION & FINANCE/MATERIALS MANAGEMENT		NEW REVISED ORIGINAL																			
OBJECTIVE 4: DEVELOP DETAILED TRAINING PROGRAM FOR STAFF, RESIDENTS, AND SMALL BUSINESSES		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
TASK 4.1:	Identify and budget for departmental training needs, then implement training program.	-----O																			
SUBTASKS:	a) Establish training budget	---C																			
	b) Arrange training schedule	-----O																			
	c) Complete training	-----O																			
TASK 4.2:	Identify Procurement regulation changes and implement Authority-wide training on new provisions.					--O															
TASK 4.3:	Devise training program on revised material order forms for craft personnel.	-----O																			
TASK 4.4:	Initiate MRP training Authority-wide facilitated by MRP Coordinator.	-----				--O															
TASK 4.5:	Develop and initiate training for Resident Management Corporations on procurement and contracting skills.	-----				-----O															
TASK 4.6:	Implement training program for small and minority businesses to enhance proposal writing, affirmative action goals, and in meeting contract requirements.	-----				-----O															
TASK 4.7:	Provide staff training on contract management and revisions to the change order process.	-----				--O															



DIVISION/DEPT:	ADMINISTRATION & FINANCE/MATERIALS MANAGEMENT	NEW REVISED ORIGINAL																			
		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
TASK 5.1:	Develop revised procedures for the procurement, tagging, and distribution of all fixed assets.																				
SUBTASKS:	a) Revise definition of fixed assets																				
	b) Revise fixed asset procurement procedures and forms																				
	c) Determine appropriate tagging and distribution procedures for different types of fixed assets																				
	d) Develop monitoring procedures																				
TASK 5.2:	Distribute and present new fixed asset procedures to SFHA staff, revise if necessary.																				
TASK 5.3:	Implement new procedures.																				
TASK 5.4:	Revise and update current fixed asset inventory with assistance from Finance.																				
TASK 5.5:	Input new fixed asset inventory into computer system.																				







**P E R S O N N E L**  
**S E R V I C E S**



## **PART I: GENERAL NARRATIVE**

The goal of the Personnel Services Division is to provide a strong human resources infrastructure by delivering the quality of services that will support the overall mission of the San Francisco Housing Authority. The Agency is an Equal Opportunity Employer and adheres to all local, state and federal non-discrimination policies.

To accomplish our goals and objectives, the Personnel Services Division has recently reorganized in order to maximize its staffing efforts and improve overall operational efficiency and employee morale. Personnel positions were redesigned and staffing levels increased in order to implement a full service unit.

It is our commitment to provide direction and assistance in recruitment, placement and the retention of qualified staff; to continue advancement of our resident hiring program; to establish health, safety and security measures for both staff and residents; to provide effective and results-oriented technical assistance and employee relations support to senior management, line supervisors, staff and craft employees; to develop and administer comprehensive training programs; and to design employee benefits packages that will accommodate individual preference.

Personnel Services is comprised of five operational components -- Recruitment/Compensation, Employee/Labor Relations, Health and Safety, Training, and Benefits. Our accomplishments over the past four years are highlighted by the increased employment opportunities for residents. Since November 9, 1989, the resident hiring program has resulted in 129 residents being hired by SFHA. At present, 85 residents are still on the payroll which represents 17% of the total work force.

Decentralization of the Maintenance Operations has directly impacted the activity level of the Personnel Services Department. Maintenance has increased its staffing level by 113 new positions over the past four years. The agency has utilized special teams of employees within the maintenance operation area to expedite the clean up of vacated units, initiated an operation reduction program to reduce the backlog of vacant units and implemented a Senior Building Clean Up Blitz to improve the aesthetic appearance of our senior developments. All require increased attention by Personnel Services Division.

The authority also initiated an apprenticeship program in July 1990, after successful negotiations with the Agency's craft unions. To date we have employed seven residents within the skill craft areas leading to journey status over a four year period and long term craft career opportunities. We have also made significant inroads in the employment of women within the skill craft areas. We now employ women as painters, carpenters, and lino-layers.

The Authority launched a Force Account Program in March 1990. This program requires Personnel Services to develop, implement and monitor staffing levels for short-term construction projects. The appropriate staffing level was achieved by expediting the employment of required craft employees. The hiring and termination of employees within the force account area is continuous, as the program is designed for short term adjustments in the staffing level based on production requirements. The Force Account staffing pattern has a variance of eighteen to thirty-eight employees.

Personnel also implemented an early retirement incentive for participants of the Public Employees' Retirement System, installed a family leave policy and modified existing leave policies for all employees agency-wide and implemented a prototype flexible benefit program for administrative employees since the last report period. The latter program allowed for the use of additional vacation options in exchange for a reduction in base salary.

These are a few of the agency's human resources enhancements, which have either begun or are scheduled to begin in the near future. The former *Objective 4* to implement a Bonus Compensation Program, has been deleted from the 5 Year Plan in favor of addressing other critical needs. Although a worthy program, financial availability and planning will be required. The former *Objective 5* to provide guidelines to Authority Division in the development of an agency operating policies and procedures manual, has been delegated to our Internal Audit Division. The former *Objective 6* to develop and implement an agency Affirmative Action Plan has been reassigned to our Affirmative Action Office. The former *Objective 9*, to develop and implement a full service, authority managed, Public Housing Authority Bay Area Management and Technical Resources Training Center, has been deleted from our 5 Year Plan because of staff and time constraints. The former *Objective 13* to review and access existing personnel policies and procedures to determine current applicability and effectiveness and develop and implement new or revised policies, has been deleted in light of the fact that this is a routine activity for the division.

The following five year plan goes into considerably more detail regarding the tasks involved in making these enhancements a reality.



## **PART II: REPORT ON OBJECTIVES**

### **OBJECTIVE 1**

**Description:** Create and Begin Implementation of Sound, Measurable, Classification-Specific Job Standards for Craft Classifications by December 31, 1994

*General Intent.* This Objective has been revised to include the development of an appraisal system for crafts. In addition, the objective has been developed to ensure that every job classification created within the agency has a set of specific job performance standards. Such standards will be measurable and directly related to the duties and responsibilities performed within the classification. New and revised craft classifications will be met and conferred upon between San Francisco Housing Authority (SFHA) management and craft unions. In addition, employees will actively participate with management in the development of their classification's performance standards. Local unions will be informed of those new performance measures which have an impact on classifications they represent. Classification-specific performance measures will be integrated into the existing performance appraisal system. This will greatly strengthen the integrity of the performance appraisal process.

*Status of Objectives.* The completion date of this objective has been changed to December 31, 1994. The reason for this change is two-fold. First, although craft position classifications have been completed according to schedule, no formal meet and confer session has taken place with any craft local. The remaining tasks will be moved forward in order to accommodate this objective.

*Status of Tasks.* Each task pertaining to this objective has been rescheduled to facilitate completion by December 31, 1994. Task 1.1, *update and revise existing craft job descriptions*, is complete. Task 1.2, *Maintenance Operations will develop for each craft classification standards consistent with industry standards*, will be completed by December 31, 1993. The remaining tasks 1.3 through 1.5 will be initiated and completed by the revised dates.

## OBJECTIVE 2

**Description:** **Revise Classification Structure for Administrative and Management Employees and Establish Classification-Specific Standards by December 31, 1993. This Objective was revised to combine the former Objectives 2 and 3**

*General Intent.* The SFHA intends to remain competitive in its administrative compensation structure. With the assistance of an external compensation consultant, the agency will update all classifications and job descriptions, determine comparable job classification in the City and County of San Francisco and align jobs for internal comparability. Where jobs have limited or no comparability with CCSF classifications, alternative comparability methods will be determined. In addition, measurable job standards will be developed that will strengthen the integrity of the performance appraisal process. It is important to mention that the agency is current in its alignment of its administrative and managerial classifications with the City and County.

*Status of Objective.* This revised Objective will be initiated by the establishment of a Labor/Management Committee and identification of a contractor. The completion date for this Objective is December 31, 1993.

*Status of Tasks.* The initiation of task 2.1 has begun. The tasks that follow will fall in line after the establishment of the Labor/Management Committee.

## OBJECTIVE 3

**Description:** **Review Personnel Appraisal Process to Identify Critical Elements of the Job and to Appraise Performance Against Established Performance Standards by June, 1994**

*General Intent.* This is a newly developed Objective to enhance our existing performance appraisal system for the purpose of improving individual and organizational effectiveness in the accomplishment of the Agency's mission and goals. The determination of critical elements of each position and performance will be used to motivate employees toward increased productivity and creativity, meet employee recognition needs, and obtain maximum benefits for the Agency.

*Status of Tasks.* The tasks associated with this objective are scheduled to begin January, 1994.

#### OBJECTIVE 4

**Description:** Develop Fiscal Year 1992-93 Training Schedule Based on Results From the Solicited Training Needs Assessment by June 30, 1993

*General Intent.* Develop an Authority-wide training schedule for Fiscal Year 1992-93. Training objectives included in each Division's five year plan will be analyzed and, whenever possible, incorporated into the Authority's training schedule over the next five years. Upon determining specific training needs, proper evaluation of available internal and external training programs/workshops will be completed, taking into consideration the quality of the program, cost, and development opportunities through tuition reimbursement and professional certificate programs.

*Status of Objective.* This objective is underway. Information is being gathered from agency Directors regarding current supervisory and technical training needs. Data gathered from Fiscal Year 1992-1993 training assessments is being reviewed and evaluated. This information will be used in developing the agency training schedule for Fiscal Year 1993-94.

*Status of Tasks.* Task 4.1, *develop and conduct agency training needs assessment*, has been completed. An assessment survey was developed and distributed to Divisional Directors to assess training needs. In addition, Personnel Services has reviewed each division's five year plan training objectives and will incorporate those needs into an agency training program taking into consideration their established time frames for completion. Task 4.2, *develop training schedule based upon results of this assessment*, is scheduled to be completed June 30, 1993. Task 4.4, staff training through internal workshops is ongoing.

#### OBJECTIVE 5

**Description:** Update the Agency's Functional Statement to Represent Current Organization Structure by March 31, 1994

*General Intent.* Update and revise the format of the Agency Functional Statement to reflect current organizational structure and future development. Personnel Services, through a coordinated effort of all divisions, will update the statement. Each division will develop divisional statements, and update and account for all new position classifications and title changes within their areas. Organizational charts represent agency divisions, units, and positions will also be updated. It is anticipated that this document will provide a clearer understanding of the agency's organizational structure for its employees, residents, and the public.

*Status of Objective.* The completion of this objective is scheduled for March 31, 1994.

*Status of Tasks.* Task 5.1, *coordinate the development of Divisional Statements*, will be completed according to the revised schedule, with distribution occurring by March 31, 1994.

## OBJECTIVE 6

**Description:** Develop and Implement a Loss Control/Safety Program Designed to Manage and Maintain Loss Control and Safety Practices, Including Educational and Inspection Activities by December 31, 1994

*General Intent.* Establish a comprehensive agency Loss Control/Safety Program, designed to reduce losses and to ensure a safe environment for its employees and residents. The program will be coordinated through a full-time Loss Control/Safety Specialist who joined the staff since the last reporting period. The specialist will be responsible for the establishment of an agency safety committee, and subsequently through the committee's efforts the development of agency loss control and safety policies and procedures will occur. In addition, the development and investigation plan and safety training plan, will be a part of the Loss Control/Safety Program. The agency will take a more active role in community safety and will establish memberships in various other safety organizations.

*Status of Objective.* The completion date has been extended to allow recently hired Safety Specialist to put his program in place.

*Status of Tasks.* Tasks 6.1 through 6.18 will proceed on the newly established time frame.

## OBJECTIVE 7

**Description:** Maintain Effective Employee Relations through the Implementation of Sound Benefits, Incentives, and Employee Assistance Programs by December 31, 1993

*General Intent.* Provide SFHA employees with competitive employment benefits, performance incentives, and a sound employee assistance program. A review of current insurance plans to assure the most comprehensive employee benefit coverage within budgeted parameters will be completed. In addition, Personnel Services Division will compare these plans to other public agency benefit programs to assure that SFHA is competitive. It is also important that employee assistance programs are enhanced by offering additional confidential referral and assistance services in the areas of substance abuse, mental distress, and emergency family services. Employee input is crucial in determining attitudes and opinions regarding agency benefits, incentives, and assistance programs. Therefore, employee opinion surveys will be developed and distributed to assess such attitudes. Upon determining what employees feel are substantial incentives, appropriate programs will be designed and implemented to reward employees for performance, tenure, and other positive contributions.



**Status of Objective.** The completion of this Objective has been rescheduled for December 31, 1993, however, its implementation has already begun. Because of the complexity of the various types of employee relations programs which have been proposed for implementation, it was determined that more realistic time frames needed to be developed.

**Status of Tasks.** Task 7.1, *review current insurance plans to assure comprehensiveness, cost effectiveness, service, and competitiveness*, is an ongoing process. Currently, the Agency's retirement plan and comprehensive health care packages are being evaluated. In addition, pre-tax benefit deductions have been offered to all employees. Task 7.4, *establish Employee Assistance Program*, is ongoing as the majority of employees seeking assistance are confidentially referred to the City and County of San Francisco's employee assistance program. The SFHA will continue to research additional resources for Agency use.

## OBJECTIVE 8

**Description:** Achieve Agency Staffing Needs through the Implementation of Sound Recruitment, Selection, Orientation, Placement/Outplacement, and Career Development Programs by December 31, 1993

**General Intent.** Assure that the Authority is utilizing qualified resources to meet its staffing and placement needs, and selecting the best available applicants for job availabilities. The Personnel Services Division will continue to develop and establish a network of community, business, and professional resources to attract qualified applicants. Specific trade journals, newspapers, trade schools, and professional organizations will be used in marketing Agency jobs to the public. A system to track position vacancies, reclassify, and temporary staffing will be implemented in addition to a Resident Job Bank designed to identify qualified SFHA resident applicants. The implementation of a more comprehensive employee orientation will be completed to assure dissemination of new hire information and to acquaint new employees with SFHA mission, structure, staff, benefits, policies, and procedures. The development of an Agency succession plan to promote upward mobility is also planned.

**Status of Objective.** A Resident Hiring Policy and a related Resident Job Bank has been implemented and greatly promoted employment opportunities for residents. Likewise, Personnel Services is developing a network of community, business, and professional employment resources and have benefitted by making some excellent placements.

*Status of Tasks.* Tasks 8.1 and 8.2 have been completed and new efforts to continue to enhance these employment systems are ongoing. Tasks 8.3 and 8.4, *conduct scheduled orientations for new hires*, are currently ongoing. However, plans to enhance this process are underway. The completion date for task 8.5 has been rescheduled to September 30, 1993.

## OBJECTIVE 9

**Description:** **Assure the Adherence of Agency Policy and Procedures, Compliance with Active MOU's, and Enhancement of Employer/Employee Relations through Effective Liaison with Management, Employees, and Unions**

*General Intent.* The Agency must assure adherence to policy and procedure and compliance with active MOU's, by maintaining an effective liaison between management, employees, and local unions. This will be done through effective counseling, training, hearings, meet and confer sessions, and negotiation forums. The Personnel Services Division will also adhere to and maintain the Agency's Exit Interview Policy in order to assure smooth employment transitions, and to obtain feedback on the Agency's work environment.

*Status of Objective.* A good part of this Objective is in progress and remains ongoing. Interventions are routinely being employed through either employee relations or management development efforts by the Personnel Services Division to enhance employer/employee relations.

*Status of Tasks.* A very important component of this Objective is task 9.1, *communication of agency policy and contract compliance*. This task is ongoing and is fulfilled through daily personnel operations activities, such as counseling, training, meet and confer sessions, etc. Task 9.2, *develop an automated system to track employee turnover, grievances, absenteeism, and workers' compensation claims*, is contingent upon the Authority's implementation of an automated data processing system. When in place, this system will enable our division to track and report our quarterly performance indicators. A realistic anticipated date for implementation is March 31, 1994. Task 9.3, *adhere to and maintain exit interview policy*, has been rescheduled. It is anticipated that we will be able to resume the exit interview policy practice by December 31, 1993, as the Division will be more adequately staffed to account for the extra time involved in this process.

## PART III: TIMELINE CHARTS - 5 YEAR WORK PLAN (SEE ATTACHED)

DIVISION/DEPT:	PERSONNEL SERVICES	NEW REVISED ORIGINAL												C-COMLETE R-REVISED O-ORIGINAL											
		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5							
	<b>OBJECTIVE 1: TO CREATE AND IMPLEMENT SOUND, MEASURABLE, CLASSIFICATION-SPECIFIC JOB STANDARDS FOR CRAFT CLASSIFICATIONS AND DEVELOP AN APPRAISAL SYSTEM BY 12/31/94</b>	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
<b>TASK 1.1:</b>	In concert with maintenance operations, revise existing job descriptions for all craft personnel.	-----R																							
<b>TASK 1.2:</b>	Maintenance Operations will develop for each craft classification performance standards consistent with industry standards.					--R																			
<b>TASK 1.3:</b>	Meet and confer with all craft unions regarding performance standards.					-----R																			
<b>TASK 1.4:</b>	Implement performance standards for craft classifications.					-----R																			
<b>TASK 1.5:</b>	Develop and implement an appraisal system to document the performance of each craft.					-----R																			

DIVISION/DEPT:	PERSONNEL SERVICES	NEW REVISED ORIGINAL												C-COMplete R-REvised O-ORIGINAL											
		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5							
	<b>OBJECTIVE 2: REVISE CLASSIFICATION STRUCTURE FOR ADMINISTRATIVE AND MANAGERIAL EMPLOYEES AND ESTABLISH CLASSIFICATION-SPECIFIC STANDARDS BY 12-31-93</b>	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
TASK 2.1:	Establish Labor/Management Committee	-----R																							
TASK 2.2:	Hire consultant to perform job content analysis.	-----R																							
TASK 2.3:	Coordinate the revision of existing job descriptions.	-----R																							
TASK 2.4:	Establish classification structure to reflect appropriate benchmarks with CCSF and ensure internal alignment structure.	-----R																							
TASK 2.5:	Develop performance standards for administrative classifications (790 positions and for non-union positions up to the department head level)	-----R																							
TASK 2.6:	Meet and confer with Local 790 for all classifications in its jurisdiction.	-----R																							
TASK 2.7:	Assist in the preparation of the Commission's resolution for the new classification structure.					--R																			
TASK 2.8:	Review all revised job descriptions and performance standards with respective employees.					--R																			
TASK 2.9:	Implement classification structure and performance standards.					--R																			



DIVISION/DEPT: PERSONNEL SERVICES		NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	C-COMplete R-REVISED O-ORIGINAL
OBJECTIVE 3: REVISE PERSONNEL APPRAISAL PROCESS TO IDENTIFY CRITICAL ELEMENTS OF THE JOB AND TO APPRAISE PERFORMANCE AGAINST ESTABLISHED PERFORMANCE STANDARDS BY JUNE 1994							1996-1997 YEAR 5 1 2 3 4
TASK 3.1:	Hire consultant to assist Personnel in the development of an appraisal system.	-----	-----R				
TASK 3.2:	Develop new performance appraisal protocol with staff.	-----	-----R				
TASK 3.3:	Meet and confer with Local 790 on the establishment of the new appraisal system.	-----	-----R				
TASK 3.4:	Train all Supervisors on appraisal protocol.	-----	-----R				
TASK 3.5:	Conduct presentation sessions with all staff on new system.	-----	-----R				

DIVISION/DEPT:	PERSONNEL SERVICES	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	C-COMplete R-REVISED O-ORIGINAL	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
OBJECTIVE 4: DEVELOP A FY 1992-93 TRAINING SCHEDULE BASED ON RESULTS FROM SOLICITED TRAINING NEEDS ASSESSMENT BY 6-30-93		-----C						
TASK 4.1:	Solicit training needs from SFHA Division Heads.	-----R						
TASK 4.2:	Develop agency wide training calendar/schedule for all SFHA staff.							
TASK 4.3:	Evaluate and assess outside training services.			--R				
TASK 4.4:	Provide staff training opportunities through internal and external workshops/seminars.			ONGOING				

DIVISION/DEPT: PERSONNEL SERVICES		NEW REVISED ORIGINAL		1992-1993 YEAR 1		1993-1994 YEAR 2		1994-1995 YEAR 3		1995-1996 YEAR 4		1996-1997 YEAR 5	
		1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE 5: UPDATE AGENCY'S FUNCTIONAL STATEMENT TO REPRESENT CURRENT ORGANIZATIONAL STRUCTURE BY 3-31-94													
TASK 5.1:	Coordinate the development of divisional statements.	-----R											
TASK 5.2:	Update agency organizational charts by division, unit, and position.					-----R							
TASK 5.3:	Bind in-house and distribute.					-----R							

DIVISION/DEPT: PERSONNEL SERVICES		NEW _____ REVISED _____ ORIGINAL _____		C-COMplete R-REvised O-ORIGINAL							
OBJECTIVE 6: DEVELOP AND IMPLEMENT A LOSS CONTROL/SAFETY PROGRAM DESIGNED TO MANAGE AND MAINTAIN LOSS CONTROL AND SAFETY PRACTICES INCLUDING EDUCATION/TRAINING AND INSPECTION ACTIVITIES BY 12/31/94		1992-1993 YEAR 1 1 2 3 4		1993-1994 YEAR 2 1 2 3 4		1994-1995 YEAR 3 1 2 3 4		1995-1996 YEAR 4 1 2 3 4		1996-1997 YEAR 5 1 2 3 4	
TASK 6.1: Establish a written injury and illness prevention Program (IIPP) document.		-----R									
TASK 6.2: Establish and implement policies and procedures to ensure the sound administration of the workers' compensation program.		-----O									
TASK 6.3: Develop and establish Accident Investigation Program.		-----O									
TASK 6.4 Establish, develop, and implement Occupational Safety and Health Training Program.		-----O									
TASK 6.5: Establish and implement an effective Health and Safety Communication System.		-----R									
TASK 6.6: Establish and implement a Deficiency (hazard) Abatement Control Program.		-----O									

DIVISION/DEPT: PERSONNEL SERVICES		NEW _____ REVISED _____ ORIGINAL____	C-COMplete R-REvised O-ORIGINAL											
OBJECTIVE 6: DEVELOP AND IMPLEMENT A LOSS CONTROL/SAFETY PROGRAM DESIGNED TO MANAGE AND MAINTAIN LOSS CONTROL AND SAFETY PRACTICES INCLUDING EDUCATION/TRAINING AND INSPECTION ACTIVITIES BY 12/31/94		1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4								
TASK 6.7:	Develop and establish safety Compliance Standards.	-----O												
TASK 6.8:	Establish, implement, and maintain Occupational Safety and Health recordkeeping systems, statistical evaluation, and files.	-----O												
TASK 6.9:	Establish, develop, and implement personal protective program.	-----R												
TASK 6.10:	Develop Exposure Control Plan to decrease occupational exposure to blood borne pathogens and potentially infectious materials.	-----O												
TASK 6.11:	Establish procedure for controlling hazardous material, implement the Federal Occupational Safety and Health Hazard Communication Standard and provide written Hazard Communication Program.	-----O												
TASK 6.12:	Establish and implement a Hazardous Waste Operation program.	-----O												
TASK 6.13:	Develop and implement emergency plans and procedures.		-----R											
TASK 6.14:	Establish, prepare and issue an Occupational Safety and Health Manual for the San Francisco Housing Authority.	-----	-----O											

DIVISION/DEPT:	PERSONNEL SERVICES			NEW REVISED ORIGINAL										C-COMLETE R-REVISED O-ORIGINAL									
OBJECTIVE 6: DEVELOP AND IMPLEMENT A LOSS CONTROL/SAFETY PROGRAM DESIGNED TO MANAGE AND MAINTAIN LOSS CONTROL AND SAFETY PRACTICES INCLUDING EDUCATION/TRAINING AND INSPECTION ACTIVITIES BY 12/31/94																							
TASK 6.15:	Establish and implement policies and procedures to ensure the sound administration of the Risk Control Program as required by Housing Authority Insurance.			-----R				-----O															
TASK 6.16:	Establish membership in Bay Area and National Safety organizations.																						
TASK 6.17:	Develop and implement a claim investigation plan.			-----O																			
TASK 6.18:	Establish, develop, and implement a safety training and educational plan for residents.			-----R																			



DIVISION/DEPT: PERSONNEL SERVICES		NEW REVISED ORIGINAL																			
OBJECTIVE 7: MAINTAIN EFFECTIVE EMPLOYEE RELATIONS THROUGH THE IMPLEMENTATION OF SOUND BENEFITS, INCENTIVES AND EMPLOYEE ASSISTANCE PROGRAMS BY 12-31-93		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
TASK 7.1:	Review current insurance plans and carriers to assure for comprehensive employee coverage, cost effectiveness, responsive service, and agency competitiveness.									-----R											
TASK 7.2:	Develop employee opinion surveys to assess attitudes relating to benefits, incentives, and assistance programs.									--R											
TASK 7.3:	Establish and implement incentive programs designed to reward employees for performance, tenure, agency enhancements through suggestions, and other positive contributions.									-----R											
TASK 7.4:	Establish and implement employee assistance program designed to offer confidential referral and assistance in the areas of substance abuse, mental distress, and emergency family services.									--R											

DIVISION/DEPT:	PERSONNEL SERVICES	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
OBJECTIVE 8: ACHIEVE AGENCY STAFFING NEEDS THROUGH THE IMPLEMENTATION OF SOUND RECRUITMENT, SELECTION, ORIENTATION, PLACEMENT, AND CAREER DEVELOPMENT SCHEMES BY 12-31-93							
TASK 8.1: Develop and establish a network of community, business, and professional resources to attract qualified candidate.		-----R					
TASK 8.2: Develop a Resident Job Bank designed to identify qualified resident applicants and recalls.		-----R					
TASK 8.3: Develop appropriate testing mechanisms for each job classification designed to measure job applicant's skills and qualifications.				-----R			
TASK 8.4: Personnel Services will take responsibility for the initial screening of qualified applicants, to include interviewing, testing, and referral to hiring Manager.		-----R		ONGOING			
TASK 8.5: Develop Employee Orientation Program to acquaint employees with SFHA mission, structure, staff, benefits, policies, and practices.		-----R					



DIVISION/DEPT: PERSONNEL SERVICES	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
OBJECTIVE 8: ACHIEVE AGENCY STAFFING NEEDS THROUGH THE IMPLEMENTATION OF SOUND RECRUITMENT, SELECTION, ORIENTATION, PLACEMENT, AND CAREER DEVELOPMENT SCHEMES BY 12-31-93						
TASK 8.6: Develop a succession plan to promote career development, upward mobility, and personal development.		-----R				
TASK 8.7: Develop an appropriate outreach program for affirmative action compliance with required components based upon the Affirmative Actions Officer's recommendations.		--R				
TASK 8.8: Link union apprenticeship programs with Affirmative Action employment program.		-----R				

DIVISION/DEPT: PERSONNEL SERVICES	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
OBJECTIVE 9: TO ASSURE THE ADHERENCE OF AGENCY POLICY AND PROCEDURES, AND COMPLIANCE WITH ACTIVE MOU'S AND ENHANCEMENT OF EMPLOYER/EMPLOYEE RELATIONS THROUGH EFFECTIVE LIAISON WITH MANAGEMENT, EMPLOYEES, AND UNIONS BY 12/31/93						
TASK 9.1: Communicate agency policy and contract compliance through effective counseling, training, hearings, meet and confer sessions, and negotiation forms.	O-----	--ongoing--				
TASK 9.2: Develop an automated system designed to track employee turnover, grievance matters, absenteeism, and unemployment and worker's compensation claims to improve efficiency of Personnel Services management.		O-----			-----	--R
TASK 9.3: Adhere to and maintain exit interview policy to assure smooth transitions, and to obtain feedback on the employment environment.	O-----		-----R			

FROM SAFETY MANAGER

RE: SAN FRANCISCO CITYWIDE EMERGENCY PREPAREDNESS DRILL.

A full scale Citywide Emergency Preparedness Drill will be held on April 15, 1993. At 9:00 AM, every area in the city's warning system will sound off signaling Housing Authority residents and employees to practice a "Duck, Cover, and Hold" drill.

A detailed description of steps for the drill are on the reverse side of this memorandum in English. Descriptions in Chinese, Spanish, Russian and Korean are available from your Property Manager. Additionally, steps for seniors and people with disabilities are also available from your Property Manager.

I urge you to participate in this drill. Knowing what to do in the case of an emergency could mean the difference between life and death.

안전 관리와 살상으로 부터  
상호시 생활의 훈련을

1993년 4월 15일 오전 9시에 상하시 전부 주택 거주자들은  
차별 조속은 지진에 대한 준비 연습을 해야 합니다.

예, 식약으로 부터. 식약은 광장을 등

여기에 대한 자세한 설명서는 뒷면에 영어, 중국어, 히스패닉, 소련  
그리고 한국어로 번역되어 있습니다.

각 사무실에 가서 여러분에게 부탁하면 이 설명서는 반죽하기  
있을 것입니다

지진이 일어나면 어떻게 해야 한다는 영화나 아플 더 기본 지식은 꼭  
알아두어야만 합니다. 그러해야 지진이 올라기 전이나도 단행  
지체가 될 것입니다

또한입니다. 지진의 대비는 많은 연습은 하긴 추천합니다

A: TODOS LOS INQUILINOS Y EMPLEADOS DEL SAN FRANCISCO HOUSING AUTHORITY

DE: ADMINISTRADOR DE SEGURIDAD

REFERENTE: EJERCICIOS DE PREPARACION PARA EMERGENCIA DE TODA LA CIUDAD DE SAN FRANCISCO

EJERCICIOS INTENSIVOS DE PREPARACION DE EMERGENCIA SE LLEVARAN CABO EL DIA 15 DE ABRIL DE 1993, A LAS 9 DE LA MAÑANA. CADA SISTEMA DE ADVERTENCIA SONARA AVISANDO A TODOS LOS INQUILINOS DEL HOUSING AUTHORITY QUE PARTICIPEN EN LOS EJERCICIOS DE "AGACHARSE, COBRARSE Y SOSTENERSE".

UNA DESCRIPCION DETALLADA DE LOS PASOS A SEGUIR ESTAN EN EL REVERSO DE ESTA BOLETA EN INGLES. DESCRIPCIONES EN CHINO, ESPAÑOL, RUSSO Y COREANO ESTAN DISPONIBLES EN LA OFICINA DEL ADMINISTRADOR DEL EDIFICIO. ADICIONALMENTE, INSTRUCCIONES PARA PERSONAS MAYORES O PERSONAS DESABILITADAS TAMBIEN ESTARAN DISPONIBLES EN LA MISMA OFICINA.

LES RECOMENDAMOS QUE PARTICIPEN EN ESTA PRACTICA. SABER QUE NACER EN PASO DE UNA EMERGENCIA PUEDE SIGNIFICAR LA DIFERENCIA ENTRE LA VIDA Y LA MUERTE.

SFH 總局通告

BULLETIN 1-93

April 1993

公告呼籲： 舊金山房屋管理局居民及職員

敬啟者： 安詳地處理

注意： 舊金山緊急狀況演習

- 一九九三年四月十五日舊金山市政府一個「新建」會議及「緊急」的緊急演習。

當日上午九時，舊金山房屋管理局所有職員及職員家屬及  
即開始演習。

這分通告的背面有演習步驟的詳細說明。發展及、在房屋管理局另有中文  
而後英文、俄文及韓文說明翻譯歡迎索取。如有老人及殘障人士漢書  
們詳細查詢，亦可向房屋管理局索取。

歡迎大家踴躍參加這項演習。事前的準備與訓練是生命的保全。

Насущная и важная необходимость подготовиться к чрезвычайным  
от чрезвычайных в чрезвычайных.

Об обязательном выполнении программы подготовки к чрезвычайным

15 апреля 1993 года состоится тренинг по чрезвычайным ситуациям  
населения в чрезвычайных. В 9 часов утра все сотрудники  
системы чрезвычайных ситуаций примут участие в подготовке  
к чрезвычайным ситуациям. Необходимо ознакомиться с программой «Вне»,  
«Угроза» и «Всплеск».

Важное событие стоит тренинг необходимо по чрезвычайным  
ситуациям на русском языке. Начнется в девять утра.  
Кроме того, у сотрудников также доступны материалы  
на иностранных языках и на английском.

Наконец тренинг по чрезвычайным ситуациям в чрезвычайных. Знание  
того, что делать в чрезвычайных, может означать раз  
ницу между жизнью и смертью.







**INTERNAL AUDIT  
DIVISION**





## **PART I: GENERAL NARRATIVE**

The Internal Audit Department's new five-year plan which covers the period from October 1, 1992 through September 30, 1993, contains six objectives and some 60+ tasks/subtasks. Objectives from the last five-year plan period as well as the management assessment completed by outside consultants as part of the agency's Comprehensive Plan for Modernization were combined in formulating this new five-year plan for the Internal Audit Department.

The Internal Audit Department was established at the San Francisco Housing Authority nearly 2-1/2 years ago. The department's primary functions are to serve the Authority by providing independent appraisals of controls within the agency, detecting and preventing areas of weakness within Authority operations before such areas surface through audits by outside entities, and recommending ways the agency can carry out its responsibilities more effectively and economically. Such appraisals determine whether financial and operating information is accurate and reliable; risks are identified and minimized; external regulations and acceptable internal policies and procedures are followed; satisfactory standards are being met; resources are used efficiently and economically; and the agency's objectives are effectively achieved.

During the past 1-1/2 years, the San Francisco Housing Authority's operations were audited extensively by various outside entities. HUD's Regional Inspector General for Audit staff spent over ten months at the agency; an investigation was completed by HUD's Office of the Inspector General for Investigations; an annual financial audit was conducted by an outside CPA firm; HUD field staff performed various reviews; and currently the agency is undergoing an audit by the City of San Francisco's Budget Analyst's Office. Needless to say, an enormous amount of SFHA staff time has been spent in preparing for these audits, coordinating the activities of the auditors, and responding to findings cited in the resulting audit reports.

Also, during the past year (January 17, 1992) HUD published the final rule on the Public Housing Management Assessment Program (PHMAP), a system currently used by HUD to evaluate the performance of Public Housing Authorities on an annual basis against twelve established measures. As a result of this final rule, the SFHA was required to perform an internal assessment of its operations using the PHMAP indicators; one for its fiscal year ended September 30, 1991 and more recently for its fiscal year ended September 30, 1992. Based on HUD's assessment of the agency's performance, the SFHA was removed from its eight year long stay on HUD's list of "troubled" housing authorities and is now, by HUD standards, a "Standard" operating agency. This designation was recently reconfirmed by HUD for the second year.

The above-mentioned activities greatly impacted the ability of the Internal Audit Department (currently a staff of one) to perform internal audits of the Authority's operations

during the past 1-1/2 years. The department's new five-year plan calls for an expansion of the Internal Audit staff and, as such, an increased capacity to provide more proactive audit services to departments within the Authority.

## II. REPORT ON OBJECTIVES

### OBJECTIVE 1

**Description:** Expand Internal Audit services within the SFHA

**General Intent.** The intent of this objective is to increase the size and capacity of the Internal Audit Department staff, to maximize audit services through audits of functions which present the greatest risk to the agency, to increase the level of special assistance to SFHA management, and to provide annual reports to management on the adequacy and effectiveness of the agency's internal controls. This objective contains five tasks defined below.

**Task 1.1:** Hire staff person (Internal Auditor) to assist the Director of Internal Audit in planning expansion of audit functions, provision of technical assistance and implementation of other management improvements.

The first step towards expanding internal audit services within the SFHA is to hire an additional staff person within the department. The Internal Auditor will receive general direction from the Director of Internal Audit and will be responsible for performing professional level internal auditing work of a variety of SFHA functions, i.e., performance audits, financial analyses, contractor audits, etc. The paperwork necessary to recruit and hire an Internal Auditor was prepared and interviews are currently underway to fill this new position. It is expected that a selection will be made within the next several weeks and the new staff member will join the Internal Audit Department by the end of the third quarter.

**Task 1.2:** Develop an annual internal audit plan which establishes the internal audits to be performed during each fiscal year.

By September 30, 1993, the Internal Audit Department will complete the annual internal audit plan which includes for each function to be audited during fiscal year 1994 a description of the audit objectives, scope, methodology and audit time allocations. In preparing the audit plan, a risk assessment will be completed which includes an examination of financial exposure to the agency, potential for loss and risk, etc. The audit plan will also consider findings from previous audits, opportunities to achieve operating/cost benefits, and requests for audit assistance by SFHA departments.

**Task 1.3:** Research the various models and techniques for performance, financial, contractor, and EDP auditing and develop audit methodologies appropriate to each functional area to be audited.

This task involves the compilation of model audit programs from other PHAs and/or governmental agencies for use in developing audit protocols by functional area within the SFHA. The Internal Audit Department will use the audit protocols in preparing for and conducting future internal audits. These audit protocols will contain information about each functional area to be audited such as the objectives and scope of the audit, specific questions to be answered during the audit, procedures to be employed, and evidence to be examined. This task is expected to be completed by June 30, 1994.

**Task 1.4:** Develop annual summary report on the effectiveness of the agency's internal controls based on audits performed during the year.

The Internal Audit Department will develop a format for reporting quarterly to SFHA management on the status of all Internal Audit findings and timeframes for completion of corrective actions by departments responsible for the audited functions. This format will be used by Internal Audit Department staff to ensure appropriate actions are taken to cure any deficiencies identified as a result of an Internal Audit. The quarterly report format will be developed by December 31, 1993. This task also requires that the Internal Audit Department prepare an annual summary report of the department's activities. The annual report will contain such information as 1) summary of audits completed during the year; 2) status of audits in progress; 3) summary of special assistance provided to SFHA management; 4) summary of significant results and/or cost savings from Internal Audits performed; 5) summary of significant deficiencies identified as a result of Internal Audits; and 6) overall comments on the adequacy of the SFHA's system of internal controls. The first annual summary report will be completed by September 30, 1994 and will cover Internal Audits performed during the agency's 1994 fiscal year.

**Task 1.5:** Develop format for monitoring and reporting on the SFHA's progress in accomplishing the objectives of the five-year plan.

By June 30, 1993 the Internal Audit Department, with input from SFHA departments, expects to develop a format for routine reporting and monitoring of each department's progress in accomplishing the objectives of the agency's five-year plan. Further, at the end of each fiscal

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year, an annual summary report will be prepared which highlights the SFHA's accomplishments with respect to the five-year plan objectives.

**Task 1.6:** Ensure SFHA management is informed of any new HUD rules, regulations, requirements from the Federal Register or other publications.

The Internal Audit Department is responsible for reviewing the Federal Register on a daily basis and distributing sections affecting the agency to appropriate SFHA staff. Federal regulations can be quite complex and difficult to read. By June 30, 1993, as a further service to staff, the Internal Audit Department plans to initiate the provision of brief written summaries of significant HUD publications to SFHA senior staff, i.e. new programs, changes to existing ones, changes in procedures, etc. The Internal Audit Department may also hold briefing sessions for staff on the contents of the new rule when the rule has a particularly significant impact on housing authority operations.

**OBJECTIVE 2:**

**Description: Coordinate Agency Activities With Respect to the Public Housing Management Assessment Program (PHMAP)**

**General Intent.** The Internal Audit Department has assumed the responsibility for performing the agency's annual internal assessment of performance under HUD's Public Housing Management Assessment Program (PHMAP). Based on a rule published in January, 1992, HUD rates the performance of PHAs as "troubled," "standard," or "high performer" using twelve measures: 1) vacancies; 2) modernization; 3) rent collection; 4) energy consumption; 5) unit turnaround; 6) outstanding work orders; 7) inspection and condition of units and systems; 8) resident accounts receivables; 9) operating reserves; 10) operating expenses; 11) resident initiatives; and 12) development. Two major tasks and seven subtasks have been identified in the five-year plan in order to achieve this objective as follows.

**Task 2.1:** Complete the annual PHMAP assessment of SFHA performance.

HUD requires PHAs to submit certifications on its performance with respect to the PHMAP indicators within 90 days after the close of its fiscal year (December 31 for the SFHA). The Internal Audit Department is responsible for assessing the SFHA's performance under PHMAP which involves gathering and analyzing data on each of the twelve indicators. Once this internal assessment is completed, a written report is prepared and internal PHMAP scores compiled. The HUD certifications are then prepared and presented to the SFHA Commission for approval. This process is completed on an annual basis.



**Task 2.2:** Prepare and monitor the annual PHMAP Improvement Plan.

If HUD's assessment of the SFHA's performance under the PHMAP notes areas where improvements are required, the Internal Audit Department takes the lead role in developing the annual PHMAP Improvement Plan. Specifically, the Internal Audit Department in conjunction with other SFHA staff, is responsible for developing goals and strategies for addressing those PHMAP indicators where the agency does not receive a passing grade. The department also monitors the agency's progress under the Improvement Plan and reports quarterly to HUD on its accomplishments. The Improvement Plan, if HUD requires one, is due each year 90 days after HUD's final notification of the results of their annual PHMAP assessment of the agency's performance.

**OBJECTIVE 3: Develop a Comprehensive SFHA-wide Operations Manual**

**General Intent.** This objective was not completed from the previous five-year plan for the Internal Audit Department and is, therefore, restated in the current plan. The intent of the Comprehensive Operations Manual is to update, revise, rewrite all policies and procedures governing the activities of the San Francisco Housing Authority and to bring them together into a complete and comprehensive manual. This will allow staff easy access to the agency's policies and procedures and will ensure that procedures accurately reflect current methods of operation. The Internal Audit Department will take the lead in assisting SFHA departments on policy development, technical assistance, and format. This objective contains five task defined below.

**Task 3.1:** Hire Technical Writer to develop the agency's Comprehensive Operations Manual.

The importance of this task and for its successful completion requires the assistance of a Technical Writer. The paperwork necessary to recruit and hire an individual to assist in accomplishing this task has been initiated. It is expected that the Technical Writer will be on board by June 30, 1993.

**Task 3.2:** Have Technical Writer work with departments in preparing new or revised policies and procedures.

This task was written in response to prior and current external audit findings and from feedback from SFHA employees for the need to establish written policies and procedures. Not only will this help each department function more efficiently, it will also help supervisors determine if staff are performing daily routines following set procedures adequately. The main thrust of this technical writer is to write a very comprehensive operations manual for the entire Authority. Subsequent to the completion of the comprehensive operations manual the technical

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writer will be responsible to train staff on the usage and to conduct seminars to key staff members in all SFHA departments on the upkeep and revisions internal procedures. Staff adequately following procedures is a management tool to be used to evaluate subordinate staff. We believe the revised or new policies and procedures will be ongoing that will be completed in segments based priority needs established by the Executive Director.

**Task 3.3:** Obtain Commission approval of all new or revised policies and procedures.

Under the by-laws of the Housing Board of Commissioners states in part that an integral part of the Commissioners responsibility is to set policies for the San Francisco Housing Authority. Once policies have been approved, the Authority is bound under the direction of the Executive Director to carry out those policies to the fullest. Before any policies can be revised or new policies written for implementation, the Housing Board of Commissioners must approve as such. Written procedures that will modify existing policies must have the approval of the Commissioners. Currently, the policy of the Executive Director is to consult with members of our resident population to gather information, materials and feedback on policy changes being proposed by the Authority. This process will ensure our residents have equal representation on policy changes affecting their day to day lives.

Policies that have been adopted by the Authority and approved by the Commissioners will also be passed on to our HUD representatives to display our compliance with regulations and to support improvement of internal controls at this agency.

**Task 3.4:** Produce and distribute Operations Manual with presentation to each department and to resident groups on use and maintenance of the manual.

As previously discussed in objective 3, develop a comprehensive SFHA-wide operations manual, this department anticipates hiring a technical writer to develop the format and write the operations manual. When the operations manual is complete, this department will conduct group meetings with management staff and resident groups to disseminate completed manuals and to discuss and review the contents.

**Task 3.5:** Develop schedule for semi-annual review of each section of Manual for updating and revision.

The Internal Audit Department will take the lead and meet with various department heads to schedule subsequent review dates of their five year plan. This will enable the Internal Audit Department to determine if specific tasks will be met and if the success of the

task will or has been achieved as stated. The information generated from this analysis will help each department head to track successes or to revise the task to reflect changes in the operations not foreseen.

#### **OBJECTIVE 4**

**Description: Review External and HUD Audit Findings and Coordinate the Implementation of SFHA Corrective Actions**

*General Intent.* The Director of Internal Audit will discuss conclusions and recommendations at appropriate levels of management before issuing corrective actions target dates that will respond to audit findings. This objective contains one task defined below.

*Task 4.1:* Develop workplan and timetable for resolving the findings from the IG audit, HUD drug elimination monitoring review, the annual independent financial audits, and other external and HUD audits as may be performed.

The Director of Internal Audit will collect, analyze, interpret, and document information to support all responses to audit findings. This department will ensure that sufficient information to resolve all outstanding findings is factual, adequate, and convincing so that a prudent, informed person would reach the same conclusion to close a finding. The workplan will be developed to coincide with the timeframes already established by the reporting agency disclosing deficiencies. Part of the major responsibility of this task for the Director of Internal Audit will be to monitor target dates for completion of planned action. Ultimately, all outstanding findings will be evaluated for subsequent closure.

#### **OBJECTIVE 5**

**Description: Increase the Professional Competency of the Internal Audit Staff**

*General Intent.* To maintain staff professional proficiency through a program of continuing education and training. This education and training may include current developments in auditing methodology, procedures and techniques:

- \* Accounting
- \* Study and evaluation of internal controls



- \* Financial management
- \* Statistical sampling
- \* Evaluation design and data analysis

The audit department will also have an internal quality control system in place, and participate in an external quality control review program. This objective contains three task defined below.

**Task 5.1:** Identify steps that lead to certification by the Institute of Internal Auditors and promote Certification as a professional goal for Internal Audit Staff.

To ensure that audit staff work performed adheres to established Authority policies and procedures, meets established standards of performance and is carried out economically, efficiently and effectively, training is imperative for the Internal Audit Department.

The responsibility of the Director of Internal Audit is to ensure that personnel are performing work that will meet the above standards. Absence of training the quality and accurate reporting may be sacrificed. Certification will be accomplished by the audit staff once mandatory educational and training goals are met. To become certified as a Certified Internal Auditor, or a Certified Public Accountant certain educational and training already identified for certification under separate disciplines will be offered to the staff.

**Task 5.2:** Establish a Technical Resource Library with assistance of the Technical Writer.

A great need exists today to provide the staff a location for research, review and analysis of data (technical) and regulations, publication etc. that provide additional information for responsive conclusions for audit work and management information. A technical library would provide to the Authority a location where the most current and up to date materials can be found. Immediate resolution to technical situations that need quick answers through research is another added benefit. Currently, all management staff can only rely on interdepartmental resources which may be outdated or obsolete.

**Task 5.3:** Establish working group of Internal Auditors from other PHAs for the purpose of sharing audit methodologies, obtaining model policies and procedures and audit protocols, and discussing common problems.

Typically, most housing authorities in this area do not have an Internal Audit Department let alone an auditor. Most Authorities rely heavily on outside auditors or internal reviews by management. We will design and complete a questionnaire that would be sent to the various housing authorities in this Region IX asking specific questions about audit operations. When the information is received back, a review would be made to determine the feasibility of forming a group. If there are a pool of auditors amongst the Authorities surveyed, a meeting would be arranged to discuss ideas and maybe start an Internal Auditors Group of Region XI, somewhat similar to the Financial Officers Group in the North Bay that meet quarterly.

## **OBJECTIVE 6**

**Description: Establish an Inspections Unit to Provide Training, Consolidate Field Inspector Functions, Perform Audits of Inspections, Perform Quality Control Functions, and Work with Planning to Develop Modernization Applications**

*General Intent.* This task places upon the audit department responsibility for seeing that guidelines are established, ensure high quality of work and provide effective on-the-job training. The most effective way to ensure that the quality of inspections and expedite the progress of an assignment is by exercising proper supervision. Working with Planning would provide Audit, a clear understanding of tasks to be performed to satisfactorily complete new applications. The quality control function would mean the process of objective reviews of overall effectiveness and compliance with relevant policies and standards. The objective contains three tasks defined below.

**Task 6.1:** Define SFHA inspection needs and determine feasibility of establishing an Inspections unit.

Specific goals should be identified for the proposed inspection unit. They should be clearly defined, attainable and consistent with Authority policies. Additionally, Audit would have to determine the risks associated with not achieving those objectives.

**Task 6.2:** If feasible, define role for the Inspection Unit and establish the Unit.

After the feasibility study is completed, a recommendation would be submitted to the Executive Director. If the recommendation is for approval, a report will be issued to detail the operating standards, performance levels, targets, or expected results.

***Task 6.3:*** Establish role for unit in the performance of other types of quality control activities, i.e. periodic review of rent calculations, HAP determinations, inspections of completed maintenance work, etc.

The Director of Internal Auditing will initiate and monitor the internal review process. As an ongoing process this can provide training, exchange of ideas, and greater uniformity. Through regular meetings with management, the Director of Internal Auditing, should be able to assess the adequacy of the departments operations.

## **SUCCESS INDICATORS**

### **OBJECTIVE 1**

#### **Description: Expand Internal Audit Services Within the SFHA**

*Status.* The audit department is beginning to take shape. Within the next two to four months an additional auditor and a technical writer will be in place. Once the staff is in place, immediate discussions with the Executive Director will take place to formulate the audit plan for fiscal year 1994. Further, training will be identified early, in line with the background of the additional staff for planning purposes. Meetings with management to obtain an overall picture of current operations and problem areas will immediately begin. Key internal management reports will be produced and technical assistance will be provided. The overall objective is about 15% completed with the remaining 85% completed by September 1993.

### **OBJECTIVE 2**

#### **Description: Coordinate Agency Activities With Respect to the Public Housing Management Assessment Program**

*Status.* This objective will be completed within the time limitations set forth as published in the final rules. With the involvement of the Internal Audit Department monitoring areas for improvement and building on Authority-wide operations, this Authority will maintain its present status as a "Standard" operating agency.

### **OBJECTIVE 3**

#### **Description: Develop a Comprehensive SFHA-Wide Operations Manual**

*Status.* Currently, there exists a model which the Technical Writer can use to either adopt the same format or create a new model. The Comprehensive Operations Manual, once approved by the Housing Board of Commissioners, will be the beginning of a new era which will demonstrate to the staff and public residents that the Authority is committed to excellence and improvements in operations.

#### **OBJECTIVE 4**

**Description:** Review External and HUD Audit Findings and Coordinate the Implementation of SFHA Corrective Actions. When all current and outstanding findings are closed, corrective actions completed and verified by the HUD staff.

#### **OBJECTIVE 5**

**Description:** Increase the Professional Competency of the Internal Audit Staff

Being able to provide training to the staff, timely and economically so that complex audit field work can be accomplished efficiently and effectively in compliance with auditing standards. Workpapers should reveal compliance with generally accepted governmental auditing standards and available for compliance review.

#### **OBJECTIVE 6**

**Description:** Establish an Inspections Unit to Provide Training, Consolidate Field Inspector Functions, Perform Audits of Inspections, Perform Quality Control Functions, and Work With Planning to Develop Modernization Applications

Submission of a report on the significance for establishing an internal inspections unit which discloses the benefits of such.

**PART III: TIMELINE CHARTS - 5 YEAR WORK PLAN (SEE ATTACHED)**

DIVISION/DEPT:	INTERNAL AUDIT	NEW REVIS ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	C - COMPLETED R - REVISED O - ORIGINAL
<b>OBJECTIVE 1: EXPAND INTERNAL AUDIT SERVICES WITHIN THE SFHA</b>							
<b>TASK 1.1:</b>							
Hire staff person (Internal Auditor) to assist the Director of Internal Audit in planning expansion of audit functions, providing technical assistance, and implementation of other management improvements.							
<b>SUBTASKS:</b>							
a)	Review resumes for applicants responding to the advertisement for an Internal Auditor.	C					
b)	Interview applicants and hire an Internal Auditor.	O					
<b>TASK 1.2:</b>							
Develop an annual internal audit plan which establishes the internal audits to be performed during each fiscal year.							
<b>SUBTASKS:</b>							
a)	Develop methodology for assessing areas of financial and operational risk.	O					
b)	Complete annual risk assessment for use in establishing the annual internal audit plan.	O					
c)	Research the needs of SFHA management for audit assistance.	O					
d)	In consultation with the Executive Director, establish priorities for areas within the agency in need of audit review.	O					
e)	Prepare the annual internal audit plan which includes for each audit area, a description of the audit objectives, scope, methodology, and time allocations.	O					



DIVISION/DEPT: INTERNAL AUDIT		NEW REVISED ORIGINAL		1992-1993 YEAR 1 1 2 3 4		1993-1994 YEAR 2 1 2 3 4		1994-1995 YEAR 3 1 2 3 4		1995-1996 YEAR 4 1 2 3 4		1996-1997 YEAR 5 1 2 3 4	
OBJECTIVE 1: EXPAND INTERNAL AUDIT SERVICES WITHIN THE SFHA													
TASK 1.3: Research the various models and techniques for performance, financial, contractor, and EDP auditing and develop audit methodologies appropriate to each functional area to be audited.													
SUBTASKS: a) Compile model policies, procedures and audit protocols from other PHAs, municipal, and governmental departments.		R											
b) Formalize these audit protocols for replication in future audits.				O									
TASK 1.4: Develop annual summary report on the effectiveness of the agency's internal controls based on audits performed during the year.													
SUBTASKS: a) Prepare quarterly schedule of Internal Audit report findings and time frames for completion of corrective actions.						O and quarterly thereafter							
b) Develop an annual report to management on internal audits performed during the year, status of audit findings and recommendations, cost savings resulting from audit corrective actions, and summary of the adequacy and effectiveness of the Authority's internal controls.				O									



DIVISION/DEPT: INTERNAL AUDIT	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
<b>OBJECTIVE 1: EXPAND INTERNAL AUDIT SERVICES WITHIN THE SFHA</b>						
<b>TASK 1.5:</b> Develop format for monitoring and reporting on SFHA progress in accomplishing the objectives of the five-year plan.						
<b>SUBTASKS:</b> a) Prepare report format with input from SFHA departments and establish report due dates.	O					
b) Develop annual summary highlighting SFHA accomplishments with respect to the five-year plan objectives.	O					

DIVISION/DEPT: INTERNAL AUDIT		NEW REVISED ORIGINAL																				C - COMPLETED R - REVISED O - ORIGINAL																			
OBJECTIVE 2: COORDINATE AGENCY ACTIVITIES WITH RESPECT TO THE PUBLIC HOUSING MANAGEMENT ASSESSMENT PROGRAM (PHMAP)		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5																							
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4																				
TASK 2.1: Complete annual PHMAP assessment of SFHA performance.																																									
SUBTASKS: a) Gather and analyze supporting documentation from agency departments on the 12 PHMAP performance indicators.						O																																			
b) Prepare annual PHMAP certifications and report narrative on SFHA performance.										O																															
c) Present annual PHMAP assessment to the Commission for approval and submit to HUD.										O																															
TASK 2.2: Prepare and monitor the annual PHMAP Improvement Plan.																																									
SUBTASKS: a) Develop goals and performance strategies for addressing the PHMAP indicators where the agency does not receive a passing grade.										O																															
b) Prepare draft Improvement Plan and hold negotiation meeting to discuss contents.										O																															
c) Finalize Improvement Plan, obtain Commission approval, and submit to HUD.										O																															
d) Monitor the agency's progress in accomplishing Improvement Plan performance strategies and goals and prepare quarterly progress reports for submittal to HUD.										O and quarterly thereafter																															

DIVISION/DEPT:	INTERNAL AUDIT	NEW REVISED ORIGINAL																C - COMPLETED R - REVISED O - ORIGINAL															
		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5															
OBJECTIVE 3:	DEVELOP A COMPREHENSIVE SFHA-WIDE OPERATIONS MANUAL	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4												
TASK 3.1:	Hire Technical Writer to develop the agency's Comprehensive Operations Manual.																																
SUBTASKS:	a) Initiate the personnel action documents to recruit the Technical Writer.	C																															
	b) Review resumes for applicants responding to the advertisement for the Technical Writer.	R																															
	c) Interview applicants and hire the Technical Writer.	R																															
TASK 3.2:	Have Technical Writer work with departments in preparing new or revised policies and procedures.																																
SUBTASKS:	a) Establish work plan for Technical Writer and develop implementation schedule in order of priority for completion of departmental procedures.	R																															
	b) Develop format for Comprehensive Operations Manual.	R																															
	c) Have Technical Writer conduct seminars for departmental managers and supervisors on procedure development.	R																															
	d) Assist Departmental supervisors and managers in the development of new policies and procedures or revisions to existing ones. Coordinate the development of the procedures to address operational changes resulting from the implementation of the new MIS.					R																											



DIVISION/DEPT:	INTERNAL AUDIT	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	C - COMPLETED R - REVISED O - ORIGINAL	1996-1997 YEAR 5 1 2 3 4
	<b>OBJECTIVE 4: REVIEW EXTERNAL AND HUD AUDIT FINDINGS AND COORDINATE THE IMPLEMENTATION OF SFHA CORRECTIVE ACTIONS</b>							
	<b>TASK 4.1:</b>							
	Develop workplan and timetable for resolving the findings from the IG audit, HUD drug elimination monitoring review, the annual independent financial audits, and other external and HUD audits as may be performed.							
	<b>SUBTASKS:</b>							
	a) For each finding, designate the SFHA department responsible for implementation of corrective action.	O						
	b) Compile documentation supporting corrective actions taken and prepare responses to HUD requesting closure of unresolved findings.	O						
	c) Develop tracking system for monitoring target dates for completion of corrective action and monitoring each finding's closure status.	O						

DIVISION/DEPT:	INTERNAL AUDIT	NEW _____ REVISED _____ ORIGINAL _____																C - COMPLETED R - REVISED O - ORIGINAL			
		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5			
OBJECTIVE 5:	INCREASE THE PROFESSIONAL COMPETENCY OF THE INTERNAL AUDIT STAFF	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
TASK 5.1:	Identify steps that lead to certification by the Institute of Internal Auditors and promote certification as a professional goal for Internal Audit staff.																				
TASK 5.2:	Establish a Technical Resource Library with assistance of the Technical Writer.																				
SUBTASKS:	a) Identify space for the Technical Resource Library.									R											
	b) In consultation with departmental managers and supervisors, compile listing of planned library contents.													R							
	c) Develop access and use procedures.																				
	d) Train staff on library use procedures.														R						
TASK 5.3:	Establish working group of Internal Auditors from other PHAs for the purpose of sharing audit methodologies, obtaining model policies and procedures and audit protocols, and discussing common problems.													O							



DIVISION/DEPT:	INTERNAL AUDIT	NEW REVISED ORIGINAL												C - COMPLETED R - REVISED O - ORIGINAL											
		1992-1993 YEAR 1 1 2 3 4				1993-1994 YEAR 2 1 2 3 4				1994-1995 YEAR 3 1 2 3 4				1995-1996 YEAR 4 1 2 3 4				1996-1997 YEAR 5 1 2 3 4							
OBJECTIVE 6: ESTABLISH AN INSPECTIONS UNIT TO PROVIDE TRAINING, CONSOLIDATE FIELD INSPECTOR FUNCTIONS, PERFORM AUDITS OF INSPECTIONS, PERFORM QUALITY CONTROL FUNCTIONS, AND WORK WITH PLANNING TO DEVELOP MODERNIZATION APPLICATIONS																									
TASK 6.1:	Define SFHA inspection needs and determine feasibility of establishing an Inspections Unit.					R																			
TASK 6.2:	If feasible, define role for the Inspections Unit and establish the Unit.																								
SUBTASKS:	a) Establish Inspection Unit Coordinator positions.					R																			
	b) Develop unit administrative plan and assign or hire staff for the unit.					R																			
	c) Review curriculum for annual unit inspection training.					R																			
	d) Develop quality control inspection procedures covering Section 8, Public Housing, Contractor inspections.					R																			
	e) Develop field inspection procedures for construction sites.					R																			
	f) Establish role for unit in the development of modernization applications.					R																			
TASK 6.3:	Establish role for unit in the performance of other types of quality control activities, i.e. periodic review of rent calculations, HAP determinations, inspections of completed maintenance work, etc.																								
SUBTASKS:	a) Define SFHA activities requiring quality control review.	O																							
	b) Develop schedule to ensure the activities defined receive quality control review on a periodic basis.	O																							









**L E G A L**  
**D E P A R T M E N T**



## **PART I: GENERAL NARRATIVE**

The Legal Department continues to make progress towards fulfilling its five year goals and objectives during this reporting period. Progress on each objective with tasks and subtasks is set forth in more detail below.

## **PART II: REPORT ON OBJECTIVES**

### **OBJECTIVE 1**

**Description: Revise Lease to Reflect HUD's New Regulations and Revise Policies and Procedures for Evictions Related to Drug and Criminal Activity**

*General Intent.* Revise our lease to make it consistent with HUD requirements and provide better enforcement procedures for management while reducing the time involved. While, regrettably, eviction is a necessary part of our business, it is a function of last resort. It is only an option when all other efforts to resolve lease violations with residents have failed to deliver results.

*Status of Objective.* Lease revision is scheduled to be completed by December 31, 1993 and was included as part of our management needs assessment for the comprehensive grant program. The current lease is currently under review and being edited by staff. The full process through tenant comment and Commission approval will take several months to complete and will require coordination with Management Operations and the Executive Office.

Grievance hearings are being scheduled within thirty days from receipt of a complete grievance package by Legal, however, scheduling and convening a three person panel presents a challenge. Legal has recommended eliminating the 3-person panel and moving towards a single hearing officer. In the meantime, for drug related/illegal conduct evictions a resolution has been developed for review and comment that would exempt related cases from the grievance process.

### *Success Indicators:*

- 1) Temporary attorney secured to handle eviction/landlord-tenant matters to be completed in the last quarter of Fiscal Year 1993.
- 2) Revised lease agreement completed by December 31, 1993.
- 3) Revised eviction procedures manual completed by June 30, 1994.

- 4) Draft interim grievance policy to eliminate illegal drug activities from the grievance process prepared by June 1, 1993.
- 5) Revised grievance procedures completed by June 30, 1994.
- 6) Training schedule with Housing Management staff on the new lease and grievance procedures drafted by September 30, 1994.

## **OBJECTIVE 2**

### **Description: Reduce Time Frames of Eviction Actions Processed**

*General Intent.* To provide faster and more efficient processing of legal actions; to help reduce tenant accounts receivable.

*Status of Objective.* This task was completed in a timely fashion when the department temporarily had additional staff. However, with two clerks, we have again fallen behind in processing legal actions.

Priorities in processing current cases have been set as follows:

- 1) illegal activities cases;
- 2) manager requests for priority;
- 3) other actions by date received.

Other tasks are being negatively impacted due to current staffing patterns include:

- 1) withdrawals and dismissals of complaints;
- 2) trial settings;
- 3) preparing stipulations;
- 4) processing of vacated accounts for eligibility;
- 5) tracking.

A new form has been developed to distribute to the rent clerks to keep them advised of the status of cases.

Processing of stipulations is still on target.



### OBJECTIVE 3

**Description:** Implement a codified claims procedure/ tracking system.

*General Intent.* The intent of this objective is to have the SFHA Commission formally adopt the claims procedures and to provide a more efficient monitoring system.

*Status of Objective.* This objective should be fully met by the end of the next fiscal year. However, the implementation of a computer tracking system is contingent upon the timely completion of the new MIS system.

*Success Indicators:*

- 1) Prepare and draft resolution for Commission approval by December 31, 1993.
- 2) Prepare and have draft version of Claims Procedures Manual completed by June 30, 1994.
- 3) Claims Procedures Manual completed by September 30, 1994.

### OBJECTIVE 4

**Description:** Reorganize and Add Staff To Make Operations More Efficient

*General Intent.* The intent of this objective is to provide more effective service to management and to be more time effective.

*Status of Objective.* Completed with exception of adding more clerical support.

*Success Indicator:*

- 1) All necessary paper work for additional legal clerk position to be completed and forwarded to appropriate parties for approval by October 31, 1993.

### OBJECTIVE 5

**Description:** Provide More Effective and Efficient Legal Services

*General Intent.* Develop more cost effective and efficient procedures when initiating actions on behalf of the agency.

*Status of Objective.* Due to the rising number of landlord/tenant legal issues, and agency construction law and contractual matters, the Legal Department has fully utilized in house staff attorneys to handle the daily routine issues that arise in these legal areas. An Assistant Legal Counsel has been assigned to evictions and landlord tenant matters. This has greatly enhanced the department's ability to respond to evictions and related legal actions expeditiously and with minimum costs. Another Assistant Legal Counsel has been assigned to contracts. This has also been critical in resolving and addressing many of the agency's contractual issues and construction management related problems, thereby saving the agency from expensive litigation and future legal claims. All attorneys handle administrative, torts and personnel issues for the Authority.

The expertise of outside counsel is utilized in major cases. The department has reorganized its emphasis to better monitor and competitively select firms under federal procurement requirements. At present there are three litigation matters currently assigned to outside counsel, reduced from four from the last fiscal year.

The department is in the process of developing a comprehensive RFP to hire outside counsel. This will provide the agency with a file of firms for consideration regarding future legal issues. Further, we are developing written procedures to monitor accounts payable and case budgets. This will insure that the costs of retaining outside counsel are closely monitored and timelines can be kept regarding approvals of budgets.

We will develop briefing books by the first quarter of 1994 to define case work.

Secure computer enhancements for staff handling evictions and contracts.

***Success Indicators:***

- 1) RFP to hire outside counsel completed by September 30, 1993.
- 2) Written procedures to monitor accounts payable and case budgets developed and in place by December 31, 1993.
- 3) Briefing Book completed and distributed by November 30, 1993.
- 4) Propose securing computer based calendaring system in first quarter 1994 Fiscal Year.
- 5) Complete budget requests for computer upgrades for next fiscal year.

**PART III: TIMELINE CHARTS - 5 YEAR WORK PLAN (SEE ATTACHED)**

DIVISION/DEPT:	LEGAL DEPARTMENT	NEW REVISED <u>X</u> ORIGINAL <u>  </u>	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
<b>OBJECTIVE 1: REVISE LEASE CONSISTENT WITH HUD'S DUE PROCESS DETERMINATION AND/OR REVISE POLICIES AND PROCEDURES FOR EVICTIONS RELATED TO DRUG AND CRIMINAL ACTIVITY (THE GRIEVANCE PROCEDURES)</b>							
TASK 1.1:	Revise lease agreement.*			O			
TASK 1.2:	Revise eviction procedures and manual.*			O			
TASK 1.3:	Implement interim grievance policy to eliminate illegal/drug activities from the grievance process.		O				
TASK 1.4:	Revise the grievance procedures.*			O			
TASK 1.5:	Establish regular training schedule with Housing Management Staff regarding the new lease and grievance procedures.			O			
TASK 1.6:	Conduct training sessions regarding the new lease and grievance procedures.				--ongoing --		
* HUD has revised its lease and grievance regulations. SFHA's lease and grievance procedure will have to be revised consistent with the new rule.							

DIVISION/DEPT:      LEGAL DEPARTMENT	<table border="1"> <tr> <td data-bbox="206 648 277 776">           NEW _____            REVISED <u>  X  </u>            ORIGINAL _____         </td> <td colspan="2" data-bbox="291 648 362 776">           1992-1993            YEAR 1            1   2   3   4         </td> <td colspan="2" data-bbox="291 509 362 637">           1993-1994            YEAR 2            1   2   3   4         </td> <td colspan="2" data-bbox="291 371 362 498">           1994-1995            YEAR 3            1   2   3   4         </td> <td colspan="2" data-bbox="291 232 362 360">           1995-1996            YEAR 4            1   2   3   4         </td> <td colspan="2" data-bbox="291 93 362 221">           1993-1994            YEAR 5            1   2   3   4         </td> </tr> </table>										NEW _____ REVISED <u>  X  </u> ORIGINAL _____	1992-1993 YEAR 1 1   2   3   4		1993-1994 YEAR 2 1   2   3   4		1994-1995 YEAR 3 1   2   3   4		1995-1996 YEAR 4 1   2   3   4		1993-1994 YEAR 5 1   2   3   4	
NEW _____ REVISED <u>  X  </u> ORIGINAL _____	1992-1993 YEAR 1 1   2   3   4		1993-1994 YEAR 2 1   2   3   4		1994-1995 YEAR 3 1   2   3   4		1995-1996 YEAR 4 1   2   3   4		1993-1994 YEAR 5 1   2   3   4												
OBJECTIVE 2: REDUCE TIME FRAMES OF EVICTION ACTIONS PROCESSED	<table border="1"> <tr> <td colspan="10" data-bbox="376 648 475 776">           -C         </td> </tr> </table>										-C										
-C																					

\*This entire objective was completed when the department had at least one additional legal clerk (2/92-12/92). The objective is not being met at the present time because of understaffing. Please see narrative regarding this objective.

DIVISION/DEPT: LEGAL DEPARTMENT	NEW REVISED <u>X</u> ORIGINAL <u>  </u>	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1993-1994 YEAR 5 1 2 3 4
<b>OBJECTIVE 3: IMPLEMENT A CODIFIED CLAIM PROCEDURE/TRACKING SYSTEM</b>						
TASK 3.1: Have the Commission duly adopt by resolution the claims procedures currently utilized		0				
TASK 3.2: Revise/update the Claims Procedures Manual		0				
TASK 3.3: Implement computer system that will adequately track claims processing		0				

DIVISION/DEPT:	LEGAL DEPARTMENT	NEW REVISED <u>X</u> ORIGINAL <u>  </u>	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
OBJECTIVE 4: REORGANIZE AND ADD MORE STAFF TO MAKE OPERATIONS MORE TIMELY AND EFFICIENT							
TASK 4.1:	Create and fill new clerical position to assist with typing and administrative matters.	-R					
TASK 4.2:	Create and fill new legal clerk position to assist with processing eviction matters.	-R					



DIVISION/DEPT:      LEGAL DEPARTMENT		NEW REVISED <u>X</u> ORIGINAL																				C-COMplete R-REVISED O-ORIGINAL			
OBJECTIVE 5: PROVIDE MORE EFFECTIVE AND EFFICIENT LEGAL SERVICES.		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5							
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
TASK 5.1:	Develop RFP to hire outside counsel.																								
TASK 5.2:	Develop written procedures to monitor accounts payable and case budgets.					O																			
TASK 5.3:	Draft and prepare ABC Briefing Book for distribution to Commission and department heads.					O																			
TASK 5.4:	Develop/obtain computer based calendaring system to effectively monitor cases.					O																			
TASK 5.5:	Update/upgrade personal computer for Assistant Legal Counsel handling eviction actions.					O																			
TASK 5.6:	Obtain a new personal computer for Assistant Legal Counsel handling contracts.					O																			









## ELIGIBILITY



## **PART I: GENERAL NARRATIVE**

The Application Service Center (ASC) of the San Francisco Housing Authority is responsible for determining eligibility for low income families for federal assistance for the Section 8 and Conventional Housing Programs. The ASC is responsible for maintaining the waiting lists for Public Housing and Section 8, serving as a clearinghouse for Section 8 landlord listings, conducting briefing sessions for recipients of Section 8 vouchers and certificates, screening families for moderate rehabilitation and rent rehabilitation programs and referring eligible applicants to vacant and available Public Housing units.

Since October of 1992, over 9,000 families have registered for the Public Housing Program. The Section 8 waiting list is further subdivided into the Existing Section 8 and specific project based programs such as the Robert Woods Johnson Foundation for the Homeless, the Veterans Affairs Supportive Housing Programs (VASH) and several SRO Hotels. The Department has approximately 10 employees, and a full-time receptionist/security person who has a multiple role of fielding many front-line questions and directing the Public to the appropriate office or Authority personnel.

The Application Service Center has been at its new site for two years. Since the last semiannual report of April 1, 1991 through September 30, 1991, Eligibility accomplished 5 of the original 7 objectives listed in the Executive Director's first 5 year plan. The accomplished objectives are the following:

1. Reviewed, enhanced and implemented admissions criteria application process to ensure effective screening measures. Admissions and Continued Occupancy Policy, **(ACOP submitted to Region 9, January 93)**
2. Revised the federal preferences expanding prioritized needs of applicants. **(Commission adopted federal preference revision September 10, 1993)**
3. Reopened the Public Housing waiting list. **(Implemented October 26, 1992)**
4. Revised the ACOP, and submitted to HUD Region 9, January 1993
5. Maximized services to clients by upgrading technology and office work space. **(Eligibility completed move June of 91)**

Since the last report many additional responsibilities have been assigned to Eligibility including weekly Public Housing briefing sessions, monitoring of Voluntary Compliance Agreement and evaluation and assignment of priority transfers.

## **SFHA 5 Year Work Plan**

**May 1993**

**Eligibility**

**Page 128**

The remaining two objectives are listed in this report with five (5) new objectives and include:

1. Reviewing the assignment process.
2. Providing front-line information to the public and staff regarding programs and basic eligibility through handouts and electronic communication.
3. Opening of the Section 8 waiting list.
4. Maximizing the use of Section 8 vouchers and certificates.
5. Broadening the cultural representation of the staff.
6. Implementing a multi-service concept.
7. Reviewing and revising applicant information and verification requirements.

The Management Improvement Plan (MIPS) outlined five (5) objectives for Eligibility. Many of the tasks and activities of the objectives have been completed internally such as the review and revision of staffing. During the fall of 1991, an internal audit was conducted to evaluate the roles and responsibilities of the Eligibility Clerk. This audit did not differentiate the Eligibility Clerk classification as a position which requires professional tasks and specialized education or experience (MIPS Objective A).

Additionally, improving and streamlining the screening process, training staff on eligibility procedures, purchasing additional equipment to support eligibility staff (**MIPS Objectives B, C and D**) have been addressed through the previous objectives outlined in the original five (5) year plan. What remains is the need for a technical writer to develop a policies and procedures manual and to develop additional Public Housing information materials as outlined in objectives 2 of the new five (5) year plan. It is our goal to accomplish the new objectives within the next two (2) years.

### **OBJECTIVE 1**

**Description:** Review the assignment process

**General Intent.** Eligibility is responsible for referring eligible individuals and families to vacant and available units. By working closely with maintenance and housing management Eligibility is able to expedite the leasing and assignment of units.



**Status.** The revised ACOP reflects the protocol established by Eligibility since the advent of the Voluntary Compliance Agreement (VCA). For every five (5) available units, the units are assigned as follows:

- (2) Public Housing waiting list
- (1) Priority transfer
- (1) Standard transfer waiting list
- (1) VCA

Within the priority, standard and VCA categories much latitude is given in terms of the flexibility of the unit as long as it is used for a transfer. The VCA also requires that families on the waiting list are given an opportunity to live in an area where their race does not predominate and that families are given one referral only which is an exemption from California State Law. This alone has had a dramatic impact on the leasing of many of the units. The many changes with the implementation of the VCA and the monitoring and release of units requires bi-monthly meetings with Housing Operations and Maintenance to assure consistent adherence to one new procedure.

- 1.1 Develop a training strategy to educate all Property Managers, Maintenance and Eligibility staff regarding the assignment of units to facilitate consistency throughout the Authority. (Complete by July 1, 1993)
- 1.2 Ensure the ACOP includes all revisions which reflect the VCA and any new assignment procedures such as the transfer of families. (Submitted to Region 9 January 1993)

## OBJECTIVE 2

**Description:** Provide front-line information to the public and staff regarding programs and basic eligibility

**General Intent.** Eligibility is the first line of contact for all inquiries regarding federal housing assistance. Eligibility receives an average of 5,000 weekly telephone inquiries and walk-in requests regarding programs.

**Status.** Since the last report, an eligibility brochure was developed in five (5) languages which explains to the Public what happens after they apply for Public Housing. Eligibility also has an arrangement with Pac Bell's Call Management to provide basic information over the

telephone when an applicant seeks to apply. However, a five (5) year plan would seek to further maximize resources to the Public through additional information brochures and a more effective Call Management program for incoming calls.

- 2.1** Work with the Director of Public Affairs to develop an information brochure which details the mission and services provided by the San Francisco Housing Authority and a fact sheet of 20 of the most frequently asked questions available to the Public in five (5) different languages. **(Complete by September 1, 1993)**
- 2.2** Work with Housing Operations to develop separate brochures for senior and family housing discussing location, resident involvement and various on-site programs available in five (5) different languages. **(Complete by September 1, 1993.)**
- 2.3** Create Public information materials that reflect the Authority's compliance with 504 regulations regarding disabilities and sensory impairment inclusive of a parallel process also reflected in the Authority's ACOP. **(Complete by January 1, 1994.)**
  - a)** Meet with the Affirmative Action Officer and designated Authority personnel responsible for the implementation of the 504 regs to assess Eligibility's weak areas in terms of compliance. Draft a plan of recommendations to address all the deficient areas and an implementation strategy. **( Complete by July 1, 1993 with ongoing implementation and revision.)**
  - b)** Meet with MIS Manager to present the need to statistically document the special needs category into wheelchair, visual, hearing impaired, environmental illness, mental and/or other categories. **(Complete by July 1, 1993.)**
- 2.4** Enhance electronic communication to maximize accessibility of Eligibility staff and minimize the waiting time on telephone lines coming into Eligibility. **(Complete by August 1, 1993.)**

### OBJECTIVE 3

**Description:** Open up the Section 8 waiting list

*General Intent.* Develop an available pool of applicants for all available Section 8 units.

*Status.* The existing Section 8 waiting list has not accepted new applicaitons since August of 1986. Presently, fewer than 700 families remain on the two, three and four bedroom waiting list. The studio, one and five bedroom waiting lists have been exhausted. Eligibility has had several meetings with the Leased Housing Division to discuss opening the waiting list by October of 1993. Preliminary plans include the following sub-tasks:

- 3.1 "Dear colleague" letters will be mailed to various support agencies to facilitate a smooth opening by apprising agencies of the upcoming opening of the Section 8 waiting list and to solicit community volunteers to assist with staffing the telephone bank. Agencies interested in participating on a Task Force to draft and finalize a plan will be required to submit a letter of intent. The Task Force will draft the plan and submit the plan for Executive approval.
- 3.2 Advertise opening of the waiting list through direct contact with 500 plus support services and news media.
- 3.3 Set-up 15 person telephone bank for the telephone registration process, hire three additional temp staff for a period not to exceed 90 days.

### OBJECTIVE 4

**Description:** Maximize the use of the Section 8 certificate and voucher program. Increase project based programs and redefine the System 38 user ability to differentiate specific Section 8 waiting lists

*General Intent.* Enhance Eligibility's management capability for Section 8 certificate and vouchers program by making all relevant data more accessible.

*Status.* Redefinition and conversion to a new MIS tracking program is in the early implementation stage.

- 4.1 Finalize the priority transfer policy to reflect the usage of Section 8 certificates and vouchers as an option to families instead of referral to alternate Public Housing. (Completed April 1, 1993)

- 4.2 Continue solicitation of project based programs such as VASH, SRO's and Robert Woods Johnson by both the Eligibility and Leased Housing offices.
- 4.3 Incorporate the use of desegregation vouchers and certificates with the Voluntary Compliance Agreement (VCA) of May of 1992. **(Submit plan to Region 9)**
  - a) Work with Resident Services to develop desegregation consumer guide and map for families detailing support services in various areas, schools, shopping centers and public transportation. **(Complete by June 1, 1993)**
  - b) Work with Leased Housing to develop plan to market participation in Section 8 program to future landlords. Assist residents with a smooth transition into the surrounding communities. **(Ongoing strategy implemented by Leased Housing)**
- 4.4 Meet with MIS Manager to discuss the needs of a differentiated Section 8 waiting list separating five programs into the Existing Section 8, Earthquake Vouchers, SRO Homeless Programs, VASH and Robert Wood Johnson. Train Eligibility staff on effective use and access to the new system. **(Implemented by April 1, 1993).**

## OBJECTIVE 5

**Description:** Broaden the cultural representation of the staff

*General Intent.* San Francisco is a cultural mecca comprised of diverse ethnic groups. A majority of Public Housing residents and those on waiting lists are African Americans, Latinos and Asians. It is the commitment of the San Francisco Housing Authority to broaden the cultural representation of the overall staff to meet this need and reflect this reality. Presently, Eligibility has workers who are fluent in Spanish, Russian, Cantonese and Tagalog. Future hiring seeks to identify workers fluent in Vietnamese and Cambodian.

- 5.1 Maintain a formal and informal network of support services representing various ethnic groups. (Ongoing)
- 5.2 Evaluate the composition of all subsidized waiting lists.
- 5.3 Conduct cultural awareness training for staff, to sensitize employees to various issues of ethnic minorities.

## OBJECTIVE 6

**Description:** Implementation of a multi-service concept

*General Intent.* Approximately two (2) years ago, a tentative MOU was drawn up between the San Francisco Housing Authority and the Department of Social Services (DSS) to provide Information and Referral Services to our clients regarding DSS programs. The goal of a multi-service concept is to create a "one-stop" shopping opportunity for individuals and families seeking assistance. Applicants of Public Housing and Section 8 requesting information will be referred to an Information Referral Specialist. He/she will provide a program overview of whatever the applicant is requesting, e.g., food stamp issuance, GA, AFDC, Child Protective Services, Adult Protective Services, Elderly Services. Contingent on available funding, information brochures of the services will be made available to the Public in the lobby of the Application Service Center in lieu of staff.

*Status.* This program is in the earliest planning stages.

- 6.1 Meet with the Executive Director, the Deputy Director for Housing Operation, the Director for Resident Services and the Budget Analyst to identify intent, program and fiscal feasibility to hire additional person. (September 1, 1993).



- 6.2 Draft plans of a multi-service concept after research and feasibility study. (January 1, 1994).
- 6.3 Implement multi-service concept (October 1, 1994).

## OBJECTIVE 7

**Description:** Review and revise the applicant information and verification requirements

*General Intent.* Effective screening is implemented by eligibility to ensure future resident accountability in the timely payment of rent and the applicant's ability to get along with neighbors.

*Status.* Presently, Eligibility requires from all applicants 18 years of age or older a criminal history report and a Tenant Performance Report from the National Tenant Networks Association which documents credit and tenant history. However, tighter accountability needs to be developed to ensure compliance with SFHA lease requirements.

- 7.1 Meet with Legal and District Managers to assess supporting department's concerns regarding applicant screening. (September 1, 1993)
- 7.2 Implement recommendations from the meeting through policy revision, board approval and public posting. (July 1, 1994)

### **SUCCESS INDICATORS**

- Occupancy rate of no less than 98% at all times.
- Priority transfer families assisted within 48 hours of status determination.
- Substantial decrease in resident evictions.
- Ceasing of leasing to new residents with negative past records with the San Francisco Housing Authority.
- The Public is assisted within 3 minutes of their initial Public inquiry.
- Statistical data system readily available to document the needs of the disabled.
- Completion of the information brochures in 5 different languages as planned.
- Section 8 waiting list opened as planned.
- Telephone bank adequately staffed to prevent telecommunication shut-down from overload.
- Minimal follow-up from support agencies expressing dissatisfaction with process.
- Maintain 99.9% lease-up.
- Readily access applicant information through social security number to identify specific program participation.
- An assessment of eligibility staff indicating ethnic representation which parallels the statistics of San Francisco and the waiting lists.
- Minimal turnover of clients (revolving door).

### **PART III: TIMELINE CHARTS - 5 YEAR WORK PLAN (SEE ATTACHED)**





DIVISION/DEPT:	ELIGIBILITY DEPARTMENT	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
OBJECTIVE 1: REVIEW THE ASSIGNMENT PROCESS		C-COMLETE R-REVISED O-ORIGINAL					
TASK 1.1:	Develop a training strategy to educate SFHA personnel	-----R					
TASK 1.2:	Ensure the ACOP includes all revisions	-----R					

DIVISION/DEPT:	ELIGIBILITY	DEPARTMENT	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	C-COMplete R-REVISED O-ORIGINAL	1996-1997 YEAR 5 1 2 3 4
OBJECTIVE 1: PROVIDE FRONT-LINE INFORMATION TO THE PUBLIC AND STAFF REGARDING PROGRAMS AND BASIC ELIGIBILITY									
TASK 2.1:	Work with the Director of Public Affairs to develop an information brochure which details the mission and services provided by the Authority available to the Public.								
TASK 2.2:	Work with Housing Operations to develop separate brochures for senior and family housing.								
TASK 2.3:	Create 504 Public Information brochures.								
SUB-TASKS:	a)	Assess eligibility's compliance with 504.							
	b)	Statistically document special needs category.							
TASK 2.4:	Enhance electronic communication lines.								

DIVISION/DEPT:	ELIGIBILITY	DEPARTMENT	NEW REVISED ORIGINAL												C-COMLETE R-REVISED O-ORIGINAL											
OBJECTIVE 1: RE-OPEN THE SECTION 8 WAITING LIST			1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5							
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
TASK 3.1:		Community support meetings	-----				-----R																			
SUB-TASK:	a)	Send out Dear Colleague letters.	-----				-----R																			
	b)	Submit plan for Executive approval.	-----				-----R																			
TASK 3.2:		Advertise opening of the waiting list.	-----				-----R																			
TASK 3.3:		Set-up 15 person phone bank, hire 3 temps.	-----				-----R																			

DIVISION/DEPT:	ELIGIBILITY	DEPARTMENT	NEW REVISED ORIGINAL				C-COMplete R-REVISED O-ORIGINAL			
			1992-1993 YEAR 1	1993-1994 YEAR 2	1994-1995 YEAR 3	1995-1996 YEAR 4	1996-1997 YEAR 5			
OBJECTIVE 4: MAXIMIZE THE USE OF THE SECTION 8 CERTIFICATE AND VOUCHER PROGRAM			1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
TASK 4.1:	Finalize priority transfer policy.		-----R							
TASK 4.2:	Continued solicitation of project based programs.		--ONGOING--							
TASK 4.3:	Incorporate use of VCA desegregation vouchers and certificates.		-----				-----R			
SUB-TASKS	a)	Assist Resident Services with desegregation consumer guide.	-----				-----R			
	b)	Assist Leased Housing with landlord marketing.	--ONGOING--							
TASK 4.4	Differentiate various Section 8 waiting lists, program specific.		-----				-----R			

DIVISION/DEPT:	ELIGIBILITY DEPARTMENT	NEW REVISED ORIGINAL	C-COMplete R-REVISED O-ORIGINAL
OBJECTIVE 5: BROADEN THE CULTURAL REPRESENTATION OF STAFF		1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4
TASK 5.1: Maintain a formal and informal network of support services representing various ethnic groups.		1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4
TASK 5.2: Annually evaluate the composition of all subsidized waiting lists.		1996-1997 YEAR 5 1 2 3 4	
TASK 5.3: Annual cultural awareness training for staff.			

DIVISION/DEPT:	ELIGIBILITY	DEPARTMENT	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
<b>OBJECTIVE 6: IMPLEMENTATION OF A MULTI-SERVICE CONCEPT</b>								
TASK 6.1:	Meet with Executive Director, designated Authority personnel to identify intent, program and fiscal feasibility.		-----R					
TASK 6.2:	Draft plans of a multi-service concept after research and feasibility study.		-----R					
TASK 6.3:	Implement multi-service concept.		-----R					



DIVISION/DEPT:		ELIGIBILITY	DEPARTMENT	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
OBJECTIVE 7:		REVIEW AND REVISE THE APPLICANT INFORMATION AND VERIFICATION REQUIREMENTS.							
TASK 7.1:	Meet with Legal and district managers to assess concern regarding applicant screening.	-----R							
TASK 7.2:	Implement recommendations through policy revision, board approval and public posting.	-----R							







**LEASED HOUSING  
DEPARTMENT**



**PART I: GENERAL NARRATIVE**

The Leased Housing Department administers several varied and complex housing subsidy programs, each of which offers families and homeless individuals permanent housing opportunities.

The Section 8 Certificate, Voucher and Moderate Rehabilitation Programs are the largest and most successful of the several component programs administered by this department. These programs expand opportunities for rental assistance to low-income families by utilizing privately owned rental units. The annual contract authority for these programs is approximately \$47,003,000, which provides subsidy for 5,419 rental units. A staff of twenty-five employees is responsible for implementing the department's goals.

With a certificate or voucher, participating families or individuals may locate suitable housing anywhere in the state of California. Voucher holders may select housing nationwide. Over 200 families who received San Francisco certificates or vouchers now reside in other California cities and ten states, including the District of Columbia. 145 families who have moved to this community with Section 8 subsidies from other cities are also assisted.

When the department's five year plan was first established, the primary objective was to improve upon the delivery of services to our clients and to expand our assistance portfolio to be able to provide rental assistance to more city residents. This effort is coupled with our continuing obligation to promote the general well being of our clients through the provision of decent, safe and sanitary housing and advocacy for economic stability and human services.

Leased Housing has been successful in improving services and, has been instrumental in acquiring over one thousand additional units of housing subsidies representing over seventy-seven million dollars (\$77,716,000) in funding authority for this community. Three objectives of the first five year plan have been completed. Other objectives not completed previously have been revised and included in this plan.

**FOLLOWING ARE SOME EXAMPLES OF OUR ACHIEVEMENTS:**

- In 1990, the SFHA entered into a \$381,600 annual contract with the Cambridge Hotel to provide rental assistance for sixty (60) SRO units for homeless individuals willing to participate in case management toward the goal of employment.
- In September 1990, SFHA in conjunction with Catholic Charities of San Francisco was selected as one of nine (9) Housing authorities to participate in a nationally funded Robert Wood Johnson Foundation Demonstration Project for Homeless families. The program is designed to provide permanent housing and social services to homeless families and is requiring the cooperation among many community agencies throughout



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the city to make it work. One hundred thirty (130) families are currently receiving housing assistance and participating in support services. Funding for this program is \$7,089,200 which should provide rental assistance for five (5) years. This program is so successful that in October, 1991 SFHA was awarded \$3,069,420 to house fifty-two (52) additional homeless families.

- In November, 1992 the SFHA entered into a \$719,844 annual contract with the Community Housing Partnership (HIP) for the Senator Hotel containing sixty-nine (69) SRO units for individuals and seventeen (17) one bedroom units for small size families. This project is providing job training to its homeless residents who actually participated as workers during the rehabilitation process. The funding for this project is for fifteen (15) years at a total of \$10,797,660.
- Three other projects are in developmental stages and are scheduled for occupancy in fall 1993 and Spring 1994. San Cristina, a sixty (60) SRO unit facility is designated for homeless persons one-half must have mental disabilities. Funding is \$3,816,000 for ten (10) years; the Hope House, ten (10) units designated for homeless persons with AIDS, funded at \$690,000 for ten (10) years and the O'Farrell Hotel, fifty-four (54) studio units for homeless individuals funded at \$3,900,960 for ten (10) years.
- In June 1992, SFHA in conjunction with the Department of Veteran Affairs was selected as one of nineteen (19) Housing Authorities to participate in a demonstration program to provide permanent housing to homeless veterans with chronic psychiatric or substance abuse disorders. The program also provides comprehensive health care, counselling, clinical, support and other supportive services. The funding, \$1,439,990 will provide thirty-one (31) Section 8 Vouchers for a five year period.
- In our efforts to increase the quality of service to the clients we serve, separate landlord and tenant questionnaires were developed and are currently used. The purpose of these questionnaires is to evaluate the performance of department personnel and also serve as a mechanism to encourage an open line of communication between the Housing Authority, tenants and the owners. Results from the surveys indicate that the Leased Housing staff is continuing to perform in a professional and efficient manner.
- We have updated and modified our tenant and owner Section 8 fact sheets, to give participants a clearer understanding of program requirements and advantages, resulting in greater owner participation. Information promoting the Section 8 program is being sent to real estate agents and individual landlords encouraging them to make rental units available to Section 8 participants.

- We have developed an internal audit procedure for determining accuracy of the re-certification and unit inspection process. Log books for each function have been developed along with a method of providing feedback to staff on performance.
- We have participated in organizing a very successful working committee which includes representation from the Mayor's Office, Department of Social Services, Department of Health, Housing Authority, Unified School District as well as a representative from support service providers and representatives of participants in the Section 8 program. The committee was established to provide services such as housing, career counseling, family counseling, job development, transportation, child care and health care to families participating in the Robert Wood Johnson Program. However, this governing committee has already received HUD recognition as a method to assist families toward self-sufficiency with the approval of additional certificates to augment our homeless families program.
- The program briefing process for new certificate holders has been revised. More emphasis is now placed on thoroughly explaining the Section 8 certificate program and required tenant obligations. We have also added a briefing evaluation questionnaire, which is completed at the end of the briefing session. Most comments have been positive. Based upon the success of the certificate holders in finding units, this new briefing session appears to be effective.

## **PART II: REPORT ON OBJECTIVES**

### **OBJECTIVE 1**

**Description:** Develop an Affirmative Marketing plan to recruit owners of rental units from all neighborhoods in the city.

*General Intent.* This objective was developed to counter the concentration of Section 8 units in lower income areas of San Francisco. This concentration of units is inconsistent with the intent of the program.

*Status:* All tasks with the exception of #4 were completed within the projected time frame. Task #4, develop a Section 8 quarterly newsletter which was scheduled for completion in the 4th quarter of the second year is nearing completion. With the assistance of the Public Affairs Director, a draft newsletter has been completed and can be ready for publication in approximately three months.

This objective is now an ongoing activity in that marketing the Section 8 program is the full/time responsibility of the Section 8 Liaison Officer.

## **OBJECTIVE 2**

**Description:** Develop certificate holder assistance strategies to increase tenant's success rate in finding a rental unit.

*General Intent.* This objective was developed to assist the growing number of homeless families assisted under the Section 8 program to find suitable rental units.

*Status:* This objective is being met through the joint effort of the Leased Housing Department and the staff at Project Homeward Bound. Pursuant to a MOU with PHB, we are able to assure the success of homeless families locating suitable housing which meets program requirements. In accordance with this agreement, PHB maintains a totally separate and updated listing of property owners willing to accept homeless families with Section 8 Certificates. This listing was developed with the coordination of SFHA and PHB whereby we expanded outreach efforts to owners, real estate organizations and property management firms. In addition, during the initial housing search, SFHA and PHB assist with child care and transportation for participating families.

Due to the increasing number of Section 8 certificate holders encountering difficulty locating suitable rental units, the above activity will be extended to assist all certificate and voucher holders both homeless and non-homeless. Revised tasks and sub-tasks have been developed to meet this goal.

## **OBJECTIVE 3**

**Description:** Develop drug prevention component to monitor and eliminate drug activity in Section 8 Subsidized rental units.

*Status.* Currently, the Leased Housing Department is handling on a case by case basis reports of illegal drug activity in subsidized units; new completion dates for establishing an internal working group and program will have to be established.

## **OBJECTIVE 4**

**Description:** Develop a strategy for encouraging landlords to upgrade their rental units.

*General Intent.* This objective was established because several of the rental units that have been under the Section 8 program for many years show no evidence of capital re-investment.

*Status.* The Section 8 Liaison Officer has participated in many meetings and seminars with the real estate community to promote this objective. A recent seminar was held with the San Francisco Apartment Owners Association, where it became a round table discussion on how the Section 8 program works. Recently, a meeting was held with management of the Fillmore development, and they have agreed to accept Section 8 families.

## **OBJECTIVE 5**

**Description:** Prepare unit standards to guide inspectors and establish uniformity in inspection and rent determination.

*General Intent.* This objective was established to attempt to create uniformity in the negotiation of contract rents under the Section 8 Program. An advisory committee was established and is in the process of developing a uniform Housing Quality Standard grading system. Due to the increased case workload as a result of the new allocation of certificates, the established date for submitting the committee report was delayed. The preliminary committee report indicates that a grading system from A-F is being considered. "A" (excellent), - "F" (failing HQS) any unit falling below a "C" grading will be considered a substandard unit.

## **NEW OBJECTIVES**

### **OBJECTIVE 6**

**Description:** Ensure Section 8 Program Is More Accessible To Disabled Individuals

*Status.* The Leased Housing Department is currently in full compliance with this HUD regulation. Written guidelines assuring compliance with these regulations need to be developed.

- TASKS:**
- Establish Task Force of two SFHA Staff and two persons from Independent Housing Services to coordinate development of written guidelines.
  - Prepare written policies and procedures and update Section 8 Administrative Plan and department policies and procedures to include the requirements of 24 CFR section 8.28 Which covers program requirements for handicapped individuals.
  - Provide adequate staff training



## **OBJECTIVE 7**

### **Description: Maintain 98% Lease-Up Rate**

*Status.* Maintain a lease-up rate of 98% for all programs in the Leased Housing Department. This includes Section 8 certificate and Voucher programs, Moderate Rehabilitation Programs, State Aftercare Program and Section 8 ll-B programs. Based upon current projections the lease-up rate is expected to reach 98% by June 1, 1993. The previous lease-up rate goal was 96%. As shown on recent reports, the lease-up rate slipped to approximately 90%. This was primarily due to the increase of additional housing subsidies to the agency's portfolio.

- TASKS:**
- Meet with Finance Department and develop periodic reports for use in monitoring lease-up rate.
  - Conduct frequent meeting with Leased Housing staff and Eligibility to maintain lines of communication regarding program needs.
  - Coordinate with Eligibility office to opening of Section 8 waiting list.

## **OBJECTIVE 8**

### **Description: Increase Staff Training To Assure That All Leased Housing Staff Receive Formal Training To Maintain The Competency Level Of The Department Work Force**

*Status.* In recent years HUD has developed many new section 8 programs both permanent and demonstration. These programs include homeless individuals who were not previously eligible for Section 8, and homeless dysfunctional families who have social problems which present serious challenges to staff. In addition, many of the regulations involving regular Section 8 certificates and vouchers have also changed and/or expanded.

- TASKS:**
- Coordinate with Personnel the adoption of standards for staff to receive technical Section 8 program training.
  - Adopt standards for annual special needs sensitivity training.
  - Conduct meetings with other Housing Authorities to share training information.

## OBJECTIVE 9

**Description: Submit Application For Section 8 Desegregation Rental Certificates And Rental Vouchers**

*Status.* In accordance with the voluntary compliance agreement between SFHA and HUD, the Housing Authority has agreed to establish reasonable policies and procedures to help desegregate developments where individual races tend to predominate. To help SFHA meet this goal, HUD has agreed to provide Section 8 certificates and vouchers for purposes of developing and implementing a desegregation strategy.

- TASKS:**
- Attend desegregation strategy meetings and assist in developing plan.
  - Submit application to HUD for necessary desegregation vouchers and certificates.
  - Provide adequate staff training
  - Issue certificates and vouchers to conventional housing families in accordance with HUD approved desegregation strategy.

## OBJECTIVE 10

**Description: Eliminate Some Problems Regarding The Administration of Section 8 Portability By Exchanging Portable Certificates and Vouchers on One for One Basis With Housing Authorities In Same Metropolitan Statistical Area (MSA)**

*STATUS.* Under Section 8 Portability, Voucher holders may move anywhere in the U.S. and its territory. Certificate holders may move anywhere within the same state. Portability has been a nightmare for housing authorities due to a lack of clear policy and little direction from HUD. In the Leased Housing Department, we have developed workable procedures for administering Section 8 portability, however, due to the lack of uniformity in procedures, we still encounter difficulties with other housing authorities.

- TASKS:**
- Schedule meetings with all housing authorities in same MSA as SFHA.
  - Execute Memorandum of Understanding (MOU) with participating housing authorities consistent with stated goal.

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In conclusion, although the Leased Housing Department has not met all of our established goals, we are confident of achieving our objectives within the projected time frame of our five year plan. We have also attached hereto success indicators which should be used to measure our future performance.



**SUCCESS INDICATORS**

- 1) Section 8 lease-up rate
- 2) Percentage of Section 8 families residing in all census tracts in San Francisco. Does it reflect normal housing patterns?
- 3) Number of families able to locate suitable housing within four month (4) statutory period before certificate expires.
- 4) Positive Section 8 management review conducted by HUD or internal auditors.
- 5) Whether tasks and objectives were completed within projected time-frame.
- 6) Is Section 8 program growth commensurate with availability of subsidy assistance for community?

**PART III: TIMELINE CHARTS - 5 YEAR WORK PLAN (SEE ATTACHED)**



DIVISION/DEPT: LEASED HOUSING		NEW X REVISED ORIGINAL				C-COMPLETE R-REVISED O-ORIGINAL			
OBJECTIVE 1: DEVELOP AN AFFIRMATIVE MARKETING PLAN TO RECRUIT OWNERS OF RENTAL UNITS FROM ALL NEIGHBORHOODS IN THE CITY		1992-1993 YEAR 1 1 2 3 4				1993-1994 YEAR 2 1 2 3 4			
TASK 1.1: Identify key groups in the Real Estate Community						C			
TASK 1.2: Send letters of introduction requesting information on membership and requesting to be placed on the mailing list						C			
SUBTASKS: a) Attend monthly meetings and/or luncheons						--ongoing--			
b) Run ads about Section 8 in their publications						--ongoing--			
c) Write articles for their newsletters and monthly publications						C			
TASK 1.3: Develop a Section 8 fact sheet						C			
TASK 1.4: Develop a Section 8 quarterly information newsletter						R			
						--ongoing--			

1996-1997  
YEAR 5  
1 2 3 4

DIVISION/DEPT:	LEASED HOUSING	NEW <u>  </u> X <u>  </u> REVISED <u>  </u> <u>  </u> ORIGINAL <u>  </u> <u>  </u>												C-COMplete R-REVISED O-ORIGINAL				
		1992-1993 YEAR 1			1993-1994 YEAR 2			1994-1995 YEAR 3			1995-1996 YEAR 4			1996-1997 YEAR 5				
	<b>OBJECTIVE 2: DEVELOP CERTIFICATE HOLDER ASSISTANCE STRATEGIES TO INCREASE TENANTS SUCCESS RATE IN FINDING RENTAL UNITS</b>	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
TASK 2.1:	Establish closer ties with Eligibility unit to assist in briefing process																	
SUBTASKS:	a) Create advisory committee of members from Eligibility and Section 8 departments					O				C								
	b) Committee submits report on recommendations					O				C								
	c) Conduct necessary staff training						O			C								
	d) Implement committee recommendations						O			C								
TASK 2.2:	Update Section 8 Tenant's Guide Handbook						O			R								
TASK 2.3:	Update Property Owner's Guide Handbook						O			R								
TASK 2.4:	Obtain visual aids to assist in explaining programs									C								
TASK 2.5:	Schedule meetings with Project Homeward Bound to expand outreach activity to assist all Section 8 tenants						O											
TASK 2.6:	Purchase personal computer to handle expanded database						O											
TASK 2.7:	Explore and develop procedures to increase success rate									O								

DIVISION/DEPT: LEASED HOUSING		NEW <u>  X  </u> REVISED <u>      </u> ORIGINAL <u>      </u>												C-COMPLETE R-REVISED O-ORIGINAL											
OBJECTIVE 3: DEVELOP DRUG PREVENTION COMPONENT TO MONITOR AND ELIMINATE ILLEGAL DRUG ACTIVITY IN SECTION 8 SUBSIDIZED RENTAL UNITS		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5							
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
TASK 3.1: Establish drug prevention committee																									
SUBTASKS: a) Committee reports on requirements of Federal regulations						O				R															
b) Committee submits report on staffing needs and operating procedures required to implement Federal drug prevention regulations																									
TASK 3.2: Hire necessary staff										O				R											
TASK 3.3: Conduct staff training										O				R											
TASK 3.4: Implement drug prevention program										O				R											

DIVISION/DEPT: LEASED HOUSING		NEW_X REVISED____ ORIGINAL____												C-COMplete R-REVISED O-ORIGINAL											
OBJECTIVE 4: DEVELOP A STRATEGY FOR ENCOURAGING LANDLORDS TO UPDATE THEIR UNITS		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5							
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
TASK 4.1: Develop a summary of HQS for landlords																									
SUBTASKS:	a) Create advisory committee on HQS comprised of Housing Inspectors					O				R															
	b) Committee submits report on recommendations					O				R															
	c) Prepare HQS summary and implement committee recommendations					O				R															
TASK 4.2: Develop format for landlord seminars																									
SUBTASKS:	a) Create advisory committee on L/L seminar													O				R							
	b) Committee submits report on recommendations													O				R							
	c) Implement committee recommendations													O				R							

DIVISION/DEPT: LEASED HOUSING		NEW REVISED ORIGINAL		1992-1993 YEAR 1 1 2 3 4		1993-1994 YEAR 2 1 2 3 4		1994-1995 YEAR 3 1 2 3 4		1995-1996 YEAR 4 1 2 3 4		1996-1997 YEAR 5 1 2 3 4	
OBJECTIVE 5: PREPARE UNIT STANDARD TO GUIDE INSPECTOR AND ESTABLISH UNIFORMITY IN INSPECTIONS AND RENT DETERMINATIONS		X REVISED ORIGINAL											
TASK 5.1: Develop uniform standards													
SUBTASKS: a) Create unit standards committee						O R							
b) Committee submits report on recommendations						O		R					
c) Implement committee recommendations						O		R					



DIVISION/DEPT:      LEASED HOUSING		NEW <u>  X  </u> REVISED <u>      </u> ORIGINAL <u>      </u>																				C-COMLETE R-REVISED O-ORIGINAL																			
OBJECTIVE 6: ENSURE SECTION 8 PROGRAM IS ACCESSIBLE TO DISABLED INDIVIDUALS		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5																							
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4																
TASK 6.1:	Establish task force of 4 persons, 2 SFHA staff, 2 persons from independent housing sources	0																																							
TASK 6.2:	Coordinate and develop written guidelines	0																																							
TASK 6.3:	Prepare written policies and procedures and update Section 8 administrative plan	0																																							
TASK 6.4:	Provide adequate staff training					0																																			

DIVISION/DEPT:	LEASED HOUSING	NEW REVISED ORIGINAL	X _____ _____ _____	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	C-COMplete R-REVISED O-ORIGINAL
<b>OBJECTIVE 7: MAINTAIN 98% LEASE-UP RATE</b>								
TASK 7.1:	Reach 98% lease-up rate		0					
TASK 7.2:	Meet with Finance Department and develop periodic reports for use in monitoring lease-up rate		0					
TASK 7.3:	Establish monthly meetings with staff from Leased Housing, Eligibility, and Finance Department regarding lease-up goals		0					
TASK 7.4:	Coordinate with eligibility office on the opening of the Section 8 waiting list		0					

DIVISION/DEPT:	LEASED HOUSING	NEW _____ REVISED _____ ORIGINAL _____	1992-1993 YEAR 1	1993-1994 YEAR 2	1994-1995 YEAR 3	1995-1996 YEAR 4	C-COMplete R-REvised O-ORiginal
			1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1996-1997 YEAR 5
<b>OBJECTIVE 8: INCREASE STAFF TRAINING</b>							
TASK 8.1:	Adopt training standard whereby staff receive formal training at least once annually on Section 8 and sensitivity problems	O					
SUBTASKS:	a) Establish training committee of 4 staff persons, including a representative from Personnel	O					
	b) Access and identify current training needs	O					
	c) Prepare written recommendations	O					
TASK 8.2:	Contact other Housing Authorities in Bay Area to exchange information and conduct joint training sessions	O					

DIVISION/DEPT:	LEASED HOUSING	NEW REVIS ORIGINAL	1992-1993 YEAR 1	1993-1994 YEAR 2	1994-1995 YEAR 3	1995-1996 YEAR 4	C-COMPLETE R-REVISED O-ORIGINAL
OBJECTIVE 9: SUBMIT APPLICATION FOR SECTION 8 DESEGREGATION VOUCHER & CERTIFICATES							
TASK 9.1:	Attend desegregation strategy meetings and assist in developing HUD approved desegregation plan	0					
TASK 9.2:	Coordinate with HUD staff regarding the availability of Certificate and/or Voucher for use with such plan	0					
TASK 9.3:	Submit application to HUD	0					
TASK 9.4:	Work with Eligibility and Resident Services to develop plan to assist residents with transition from public housing to provide market communities			0			
SUBTASKS:	a) Provide adequate staff training			0			
TASK 9.5:	Issue certificates and vouchers			0			

DIVISION/DEPT:	LEASED HOUSING	NEW <u>  X  </u> REVISED <u>      </u> ORIGINAL <u>      </u>										C-COMPLETE R-REVISED O-ORIGINAL									
		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5			
OBJECTIVE 10:	EXCHANGE PORTABLE CERTIFICATES AND VOUCHERS ON A ONE FOR ONE BASIS WITH H/A IN SAME MSA	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
TASK 10.1:	Schedule meetings with Housing Authorities in same MSA as SFHA to explore issues and work out terms of exchange	O																			
TASK 10.2:	Execute Memorandum of Understanding (MOU) with participating H/A consistent with exchange agreement					O															







# MAINTENANCE



**PART I: GENERAL NARRATIVE:**

The San Francisco Housing Authority's mission statement is to "Promote the general well being of SFHA clients through the provision of decent, safe and sanitary housing and advocacy for economic stability and human services". Toward this goal the Maintenance Operations Division has and will strive to provide a safe and attractive environment for all SFHA's sites and office facilities.

The Maintenance Operations Division provides seven days, twenty-four hours emergency maintenance responses to all SFHA's residents. Maintenance also provides the normal five days, eight hours, maintenance services to renovate vacant units, to correct home inspection (HQS) deficiencies, to complete preventive maintenance work or repairs, and to correct normal every day maintenance repair problems.

The goals and objectives of this five year plan are intended to improve the overall efficiency of the maintenance operation, the quality of maintenance repairs, the time required to make repairs, the completion of old outstanding work orders, the required staffing to handle the volume and types of work orders, improve the communication inside and outside of the Maintenance Division, improve the resident's relationship and view of maintenance, and provide employment opportunities for residents and other under-represented groups in maintenance positions.

Currently the Maintenance Operations Division has 224 employees and is composed of 197 craft and trade employees. The Maintenance Operation Division is composed of one maintenance manager, eight de-centralized maintenance superintendents, and the managerial, administrative, clerical, and dispatcher staff to support the maintenance operation. The Fiscal Years 1989 through 1993 objectives included: 1. Cross Training, 2. Preventive Maintenance, 3. Building and Ground Appearance Improvements, 4. Control Room Improvements, 5. Job Performance Standards, 6. 30 days Maximum Vacant Turnaround

Most of the previous objectives have been completed to various degrees and those not completed have been incorporated into the new objectives which follow.

## PART II: REPORT ON OBJECTIVES

### OBJECTIVE 1

**Description:** Establish Planned Maintenance System to Deal Exclusively with Housing Quality Standards (HQS) and Preventive Maintenance (PM) Work

**General Intent.** Provide a regular and consistent level of inspection and repairs which will improve maintenance of units and decrease the need for major reduction of major craft time.

### TASKS

- 1.1 Determine staffing and material/equipment needs of Planned Maintenance System crew.
- 1.2 Hire temporary skilled craft for one year to diminish backlog of HQS and PM work orders.
- 1.3 Assist housing management and SFHA safety officer in developing inspection codes to meet HQS and the required building and local codes.
- 1.4 Expand existing PM inspection program to include all major systems.
  - a. Develop exterior building caulking, sealing, and waterproofing inspection and remediation program.
  - b. Develop a preventive maintenance program for tree services.
  - c. Develop an emergency roofing repair program.
  - d. Review all other major systems to ensure their inclusion in the PM program. Example: generators, ventilation duct systems, fire sprinklers, etc.
  - e. Determine feasibility and costs for an in-house Pest Control Program.
- 1.5 Form an apartment PM Team that will systematically work each apartment annually. (Combine it with the HQS inspections).
- 1.6 Develop performance standards for Planned Maintenance Crews with no more than 24 hour turnaround on emergency work and no more than 20-day turnaround on other routine work

- 1.7 Develop and implement quality control inspection program on planned maintenance work completed.
- 1.8 Develop procedures to track PM work completed by outside contractors.

## OBJECTIVE 2

**Description:** Establish Vacant Unit Work Crews

*General Intent.* Focus appropriate resources of making vacant units available for leasing.

### TASKS

- 2.1 Determine staffing and material/equipment needs of vacant unit crews.
- 2.2 With Housing Management institute vacate inspection program by Maintenance to determine work needed in vacant units.
- 2.3 Develop maintenance performance standards for vacant unit turnaround, i.e., no more than 20 days, number of vacant units made ready per week, etc.
- 2.4 Develop and implement quality control inspection program on work completed in vacant units.

## OBJECTIVE 3

**Description:** Review Emergency Maintenance/Improve After Hours Maintenance

*General Intent.* Provide best possible after hours maintenance services to resident.

### TASKS

- 3.1 Review local building codes (housing, fire, public works) to determine any modifications needed to definition of emergency (threat to health or safety) conditions.
- 3.2 Reassign two plumbers to work a second shift and cover the weekends to reduce overtime cost and provide quicker response to plumbing problems.
- 3.3 Explore resident charge of at least \$25 when maintenance is called out to respond to a non-emergency.
- 3.4 Explore the feasibility of creating work order category of "urgent."

- 3.5 Develop procedures to close-out emergency work orders when the emergency status has been abated.
- 3.6 Analyze average hours per work order per craft on a 6-month basis to determine any abuse of overtime.
- 3.7 Incorporate After Hours Maintenance Program into a "Standard Operating Procedure" to standardize after-hours responses.
- 3.8 Train maintenance personnel and residents on the use of the After-Hours Emergency Maintenance System.

#### **OBJECTIVE 4**

**Description:** Diminish Painting Backlog

*General Intent.* Prioritize and eliminate number of paint work order requests.

#### **TASKS**

- 4.1 Establish seven person Spray Paint Team to paint vacancies.
- 4.2 Reorganize existing nineteen painters as follows: eight painters to maintenance sectors to work on graffiti and work orders, two painters to the Planned Maintenance Team, two painters as floaters and special projects, seven painters to paint elderly buildings and occupied units.
- 4.3 Determine material and equipment needs for Paint Programs.
- 4.4 Establish performance standards for Paint crews.
- 4.5 Develop quality control inspection program for painting.

## OBJECTIVE 5

**Description:** Improve work order Tracking System

*General Intent.* Improve work order tracking system while waiting to come on-line with the new MIS program.

### TASKS

- 5.1 Analyze work orders by number and type of work by craft for the past two years. Utilize results to analyze maintenance staffing requirements/capital improvement needs.
- 5.2 Review and make corrections to the work order system to ensure the accuracy of the work order data.
  - a. Run outstanding work order report by apartment for all work order types.
  - b. Have Superintendents and Management staff review the outstanding work order reports.
  - c. Establish teams of staff to check the apartments to determine status of the work.
  - d. Institute Controls to Prevent Work Order Duplication.
    - 1) Ensure that as vacancies are worked, the outstanding work orders are pulled up on the computer and noted on the vacancy work order.
    - 2) Ensure that Management pulls up all outstanding work orders on the computer when making HQS inspections and check that they are not duplicating any work.
    - 3) Institute one work order system per job to avoid the creation of duplicate work orders.
- 5.3 Reduce the number of outstanding work orders to no more than 10% of service requests received.
- 5.4 Explore feasibility and cost of utilizing bar code readers to track maintenance activities to eliminate paper copies of work orders. Include installing bar codes in each apartment, purchasing hand-held computers, and utilizing bar codes for material usage.



## **OBJECTIVE 6**

**Description:** Reorganize Maintenance Services At Senior Developments and Office Buildings

**General Intent.** Focus on staffing senior building developments consistent with need.

### **TASKS**

- 6.1 Create mobile teams of Custodians (four teams recommended).
  - a. One night-crew team of three Custodians to clean the administrative offices at 440 Turk Street, Golden Gate Avenue, Egbert, and some property manager offices.
  - b. One team of three Custodians assigned to buildings with carpeted floors.
  - c. One team of seven Custodians assigned to high-rise buildings with tile floors.
  - d. One team of four Custodians dedicated to vacancies and filling in for workers on vacation, sick leave, injury leave, etc.
- 6.2 Determine materials needs for the Custodian crews.
- 6.3 Negotiate with Local 14, the changes to the current bid system.

## **OBJECTIVE 7**

**Description:** Improve Control Room Operation

**General Intent.** Evaluate Control Room efficiency operations.

### **TASKS**

- 7.1 Review Control Room staffing pattern and supervisory roles.
- 7.2 Explore feasibility of relocating Control Room staff to 440 Turk Street.
- 7.3 Develop Control Room procedures for work order intake, dispatch, log-out, etc.
- 7.4 Develop and implement Control Room training program.
- 7.5 Implement quality control procedures to monitor effectiveness of the Control Room.

- 7.6 Establish evening shift at the Control Room and explore option of utilizing Control Room staff to receive after hours emergency maintenance calls.

## OBJECTIVE 8

**Description:** Improve Management/Maintenance/Resident Relations

*General Intent.* Enhance resident relations

### TASKS

- 8.1 Have Superintendents meet with every Property Manager on a weekly basis to ensure communication of status of work items and outstanding maintenance problems.
- 8.2 For all craft not assigned to a particular development, ensure work schedules are developed to reflect when that craft will be on the development and provide the schedules to the Property Manager.
- 8.3 Improve the condition of the Management Offices.
- 8.4 Implement procedures which enable Managers to give work order requests directly to the Maintenance Office.
- 8.5 Develop a method to utilize notices to residents verifying that Maintenance has responded to their request for service when Maintenance is unable to enter unit.
- 8.6 Assist Housing Management with developing a pilot program at a development where the Property Manager will develop a work plan that encompasses all components of the development and how it will operate.
- 8.7 Work with Property Managers in developing a Management Plan for each development.
- 8.8 Work with Property Managers on the implementation of Project Based Accounting/Budgeting.
- 8.9 Develop a method to gather feedback from residents on the effectiveness of maintenance services.

## OBJECTIVE 9

**Description:** Institute Training/Evaluation of Maintenance Personnel

*General Intent.* Improve job related knowledge, reduce job related injuries.

## **TASKS**

- 9.1 Assist SFHA safety officer with maintenance related safety training.
- 9.2 Develop system to review performance of individual craft in the first 60 days of hire.
- 9.3 Complete annual evaluation of craft workers. Beginning with Superintendent, foremen, then crafts.

## **OBJECTIVE 10**

### **Description: Analyze Materials/Equipment Needs**

*General Intent.* Better coordinate acquisition/retention of necessary materials and equipment.

## **TASKS**

- 10.1 Assist Materials Management in integrating work order material usage with Materials Requirements Planning (MRP).
- 10.2 Institute new materials requisition form for withdrawing materials from the warehouses.
- 10.3 Assign mowing equipment to major sites to reduce lost time in obtaining equipment.

## **OBJECTIVE 11**

### **Description: Explore the Feasibility of Resident Maintenance**

*General Intent.* Improve ability of residents and staff to maintain units.

## **TASKS**

- 11.1 Instruct/train residents on basic maintenance of their apartments.
  - a. Assist housing management in the development of orientation training documents for residents in the proper use, care, and minor maintenance of their apartments.
- 11.2 Explore feasibility and cost of Resident Job Corps/Litter Control Program versus current staffing for Laborers and Custodians.
  - a. Provide economic opportunity for residents where feasible.

- b. Utilize rent credits for participating residents.

11.3 Consider issuing plungers and other general maintenance tools to residents.

## **OBJECTIVE 12**

**Description:** Create employment opportunities for individuals in non-traditional craft

*General Intent.* Support SFHA goal of employing residents in apprenticeable crafts.

## **TASKS**

- 12.1 Create apprenticeship opportunities through the operating budget without reducing journey positions (recommend sixteen apprenticeship positions, four per year).
- 12.2 Advise unions of SFHA's desire to secure women and other under-represented groups in the maintenance work force.

### **SUCCESS INDICATORS**

1. Number of work orders at the start of maintenance task, compared to the remaining number of work orders at the end of maintenance task.
2. Time it took to achieve the maintenance task end goal.
3. Average time and person hours required to complete work orders.
4. Quality improvements for maintenance repairs as measured by HQS and maintenance inspections.
5. Resident's feedback on maintenance services.

### **PART III: TIMELINE CHARTS - FIVE YEAR WORK PLAN (SEE ATTACHED)**

DIVISION/DEPT: MAINTENANCE OPERATIONS		NEW REVISED ORIGINAL		1992-93 YEAR 1		1993-94 YEAR 2		1994-95 YEAR 3		1995-96 YEAR 4		1996-97 YEAR 5	
		1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE 1: ESTABLISH PLANNED MAINTENANCE SYSTEM TO DEAL EXCLUSIVELY WITH HQS AND PM WORK													
TASK 1.1:	Determine staffing and material/equipment needs of Planned Maintenance System crew (team of 11 recommended).			O									
TASK 1.2:	Hire temporary skilled craft for one year to diminish backlog of HQS and PM work orders (7 temporary skilled craft recommended).			O									
TASK 1.3:	Assist housing management and SFHA safety officer in developing inspection codes to meet HQS and the required building and local codes.			O									
TASK 1.4:	Expand existing PM inspection program to include all major systems.					O							
SUBTASKS:	a) Develop exterior building caulking, sealing, and waterproofing inspection and remediation program.					O							
	b) Develop a preventive maintenance program for tree services.			O									
	c) Develop an emergency roofing repair program.			O									
	d) Review all other major systems to ensure their inclusion in the PM program (Example: generators, ventilation duct systems, fire sprinklers, etc.)							O					
	e) Determine feasibility and costs for an in-house Pest Control Program.			O									
TASK 1.5:	Form an apartment PM Team that will systematically work each apartment annually. (Combine it with the HQS inspections).					O							



DIVISION/DEPT: MAINTENANCE OPERATIONS		NEW REVISED ORIGINAL		1992-93 YEAR 1		1992-93 YEAR 2		1992-93 YEAR 3		1992-93 YEAR 4		1992-93 YEAR 5	
		1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE 1: ESTABLISH PLANNED MAINTENANCE SYSTEM TO DEAL EXCLUSIVELY WITH HQS AND PM WORK													
TASK 1.6:	Develop performance standards for Planned Maintenance Crews												
SUBTASKS:	a) 24 hour turnaround on emergency work	0											
	b) No more than 20-day turnaround on other routine work	0											
TASK 1.7:	Develop and implement quality control inspection program on planned maintenance work completed.	0											
TASK 1.8:	Develop procedures to track PM work completed by outside contractors.	0											



DIVISION/DEPT: MAINTENANCE OPERATIONS		NEW REVISED ORIGINAL		C - COMPLETED R - REVISED DATE O - ORIGINAL DATE															
OBJECTIVE 2: ESTABLISH VACANT UNIT WORK CREWS		1992-93 YEAR 1 1 2 3 4		1993-94 YEAR 2 1 2 3 4				1994-95 YEAR 3 1 2 3 4				1995-96 YEAR 4 1 2 3 4				1996-97 YEAR 5 1 2 3 4			
TASK 2.1:	Determine staffing and material/equipment needs of vacant unit crews.			0															
TASK 2.2:	With Housing Management institute vacate inspection program by Maintenance to determine work needed in vacant units.							0											
TASK 2.3:	Develop maintenance performance standards for vacant unit turnaround, i.e. no more than 20 days, number of vacant units made ready per week, etc.			0															
TASK 2.4:	Develop and implement quality control inspection program on work completed in vacant units.											0							

DIVISION/DEPT: MAINTENANCE OPERATIONS	NEW REVISED ORIGINAL	1992-93 YEAR 1 1 2 3 4	1993-94 YEAR 2 1 2 3 4	1994-95 YEAR 3 1 2 3 4	1995-96 YEAR 4 1 2 3 4	1996-97 YEAR 5 1 2 3 4
<b>OBJECTIVE 3: REVIEW EMERGENCY MAINTENANCE/IMPROVE AFTER HOURS MAINTENANCE</b>						
TASK 3.1: Review local building codes (housing, fire, public works) to determine any modifications needed to definition of emergency (threat to health or safety) conditions.	O					
TASK 3.2: Reassign two plumbers to work a second shift and cover the weekends to reduce overtime cost and provide quicker response to plumbing problems.	O					
TASK 3.3: Explore resident charge of at least \$25 when maintenance is called out to respond to a non-emergency.	O					
TASK 3.4: Explore the feasibility of creating work order category of "urgent."	O					
TASK 3.5: Develop procedures to close-out emergency work orders when the emergency status has been abated.	O					
TASK 3.6: Analyze average hours per work order per craft on a 6-month basis to determine any abuse of overtime.	O		O			
TASK 3.7: Incorporate After Hours Maintenance Program into a "Standard Operating Procedure" to standardize after-hours responses.	O					
TASK 3.8: Train maintenance personnel and residents on the use of the After-Hours Emergency Maintenance System.	O		O			

DIVISION/DEPT:		MAINTENANCE OPERATIONS		NEW REVISED ORIGINAL		C - COMPLETED R - REVISED O - ORIGINAL							
OBJECTIVE 4: DIMINISH PAINTING BACKLOG				1992-93 YEAR 1 1 2 3 4		1993-94 YEAR 2 1 2 3 4		1994-95 YEAR 3 1 2 3 4		1995-96 YEAR 4 1 2 3 4		1996-97 YEAR 5 1 2 3 4	
TASK 4.1:	Establish 7-person Spray Paint Team to paint vacancies.			O									
TASK 4.2:	Reorganize existing painters as follows:			O									
SUBTASKS:	a) 8 painters to Sector Superintendents to work on graffiti and work orders.												
	b) 2 painters to the Planned Maintenance Team												
	c) 2 painters as floaters and special projects												
	d) 7 painters to paint elderly buildings and occupied units												
TASK 4.3:	Determine material and equipment needs for Paint Program.			O									
TASK 4.4:	Establish performance standards for Paint crews.			O									
TASK 4.5:	Develop quality control inspection program for painting.			O									

DIVISION/DEPT: MAINTENANCE OPERATIONS		NEW REVISED ORIGINAL		1992-93 YEAR 1		1993-94 YEAR 2		1994-95 YEAR 3		1995-96 YEAR 4		1996-97 YEAR 5	
OBJECTIVE 5: IMPROVE WORK ORDER TRACKING SYSTEM		1	2	3	4	1	2	3	4	1	2	3	4
TASK 5.1:	Analyze work orders by number and type of work by craft for the past two years. Utilize results to analyze maintenance staffing requirements/capital improvement needs.	0											
TASK 5.2:	Review and make corrections to the work order system to ensure the accuracy of the work order data.	0											
SUBTASKS:	a) Run outstanding work order report by apartment for all work order types.	0											
	b) Have Superintendents and Management staff review the outstanding work order reports.	0											
	c) Establish teams of staff to check the apartments to determine status of the work.	0											
	d) Institute Controls to Prevent Work Order Duplication.	0											
	1) Ensure that as vacancies are worked, the outstanding work orders are pulled up on the computer and noted on the vacancy work order	0											
	2) Ensure that Management pulls up all outstanding work orders on the computer when making HOS inspections and check that they are not duplicating any work.	0											
	3) Institute one work order system per job to avoid the creation of duplicate work orders.	0											
TASK 5.3:	Reduce the number of outstanding work orders to no more than 10% of service requests received.	0											

DIVISION/DEPT:	MAINTENANCE OPERATIONS	OBJECTIVE 5: IMPROVE WORK ORDER TRACKING SYSTEM	NEW REVISED ORIGINAL	C - COMPLETED R - REVISED O - ORIGINAL
TASK 5.4:	Explore feasibility and cost of utilizing bar code readers to track maintenance activities to eliminate paper copies of work orders. Include installing bar codes in each apartment, purchasing hand-held computers, and utilizing bar codes for material usage.		1992-93 YEAR 1 1 2 3 4 1	1993-94 YEAR 2 1 2 3 4 1994-95 YEAR 3 1 2 3 4 1995-96 YEAR 4 1 2 3 4 1996-97 YEAR 5 1 2 3 4
				O

DIVISION/DEPT:		MAINTENANCE OPERATIONS		NEW _____ REVISED _____ ORIGINAL _____												C - COMPLETED R - REVISED O - ORIGINAL											
OBJECTIVE 6: REORGANIZE MAINTENANCE SERVICES AT SENIOR DEVELOPMENTS & OFFICE BUILDINGS				1992-93 YEAR 1				1993-94 YEAR 2				1994-95 YEAR 3				1995-96 YEAR 4				1996-97 YEAR 5							
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
TASK 6.1:				Create mobile teams of Custodians (4 teams recommended)				O																			
a)				One night-crew team of 3 Custodians to clean the administrative offices at 440 Turk Street, Golden Gate Avenue, Egbert, and some property manager offices.				O																			
b)				One team of 3 Custodians assigned to buildings with carpeted floors.				O																			
c)				One team of 7 Custodians assigned to high-rise buildings with tile floors.				O																			
d)				One team of 4 Custodians dedicated to vacancies and filling in for workers on vacation, sick leave, injury leave, etc.				O																			
TASK 6.2:				Determine materials needs for the Custodian crews.				O																			
TASK 6.3:				Negotiate with Local 14 the changes to the current bid system.								O															



DIVISION/DEPT: MAINTENANCE OPERATIONS		NEW _____ REVISED _____ ORIGINAL _____		C - COMPLETED R - REVISED O - ORIGINAL																	
OBJECTIVE 7: IMPROVE CONTROL ROOM OPERATION		1992-93 YEAR 1 1 2 3 4				1993-94 YEAR 2 1 2 3 4				1994-95 YEAR 3 1 2 3 4				1995-96 YEAR 4 1 2 3 4				1996-97 YEAR 5 1 2 3 4			
TASK 7.1:	Review Control Room staffing pattern and supervisory roles.	O																			
TASK 7.2:	Explore feasibility of relocating Control Room staff to 440 Turk Street.	O																			
TASK 7.3:	Develop Control Room procedures for work order intake, dispatch, log-out, etc.	O																			
TASK 7.4:	Develop and implement Control Room training program.	O																			
TASK 7.5:	Implement quality control procedures to monitor effectiveness of the Control Room.	O																			
TASK 7.6:	Establish evening shift at the Control Room and explore option of utilizing Control Room staff to receive after hours emergency maintenance calls.					O															



DIVISION/DEPT: MAINTENANCE OPERATIONS		NEW _____ REVISED _____ ORIGINAL _____		1992-93 YEAR 1		1993-94 YEAR 2		1994-95 YEAR 3		1995-96 YEAR 4		1996-97 YEAR 5	
		1	2	3	4	1	2	3	4	1	2	3	4
<b>OBJECTIVE 8: IMPROVE MANAGEMENT/MAINTENANCE/RESIDENT RELATIONS</b>													
<b>TASK 8.1:</b>	Have Superintendents meet with every Property Manager on a weekly basis to ensure communication of status of work items and outstanding maintenance problems.	O											
<b>TASK 8.2:</b>	For all craft not assigned to a particular development, ensure work schedules are developed to reflect when that craft will be on the development and provide the schedules to the Property Manager.	O											
<b>TASK 8.3:</b>	Improve the condition of the Management Offices.					O							
<b>TASK 8.4:</b>	Implement procedures which enable Managers to give work order requests directly to the Maintenance Office.	O											
<b>TASK 8.5:</b>	Develop a method to utilize notices to residents verifying that Maintenance has responded to their request for service when Maintenance is unable to enter unit.	O											
<b>TASK 8.6:</b>	Assist Housing Management with developing a pilot program at a development where the Property Manager will develop a work plan that encompasses all components of the development and how it will operate.						O						
<b>TASK 8.7:</b>	Work with Property Managers in developing a Management Plan for each development.							O					
<b>TASK 8.8:</b>	Work with Property Managers on the implementation of Project Based Accounting/Budgeting.					O							
<b>TASK 8.9:</b>	Develop a method to gather feedback from residents on the effectiveness of maintenance services.						O						

DIVISION/DEPT:	MAINTENANCE OPERATIONS	NEW _____ REVISED _____ ORIGINAL _____												C - COMPLETED R - REVISED O - ORIGINAL											
OBJECTIVE 9: INSTITUTE TRAINING/EVALUATION OF MAINTENANCE PERSONNEL		1992-93 YEAR 1 1 2 3 4				1993-94 YEAR 2 1 2 3 4				1994-95 YEAR 3 1 2 3 4				1995-96 YEAR 4 1 2 3 4				1996-97 YEAR 5 1 2 3 4							
TASK 9.1:	Assist SFHA safety officer with maintenance related safety training.	O																							
TASK 9.2:	Develop system to review performance of individual craft in the first 60 days of hire.					O																			
TASK 9.3:	Complete annual evaluation of craft workers. Beginning with Superintendent, foremen, then crafts.									O															

DIVISION/DEPT:      MAINTENANCE OPERATIONS		NEW _____ REVISED _____ ORIGINAL _____		C - COMPLETED R - REVISED O - ORIGINAL																	
OBJECTIVE 10:	ANALYZE MATERIALS/EQUIPMENT NEEDS	1992-93 YEAR 1				1993-94 YEAR 2				1994-95 YEAR 3				1995-96 YEAR 4				1996-97 YEAR 5			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
TASK 10.1:	Assist Materials Management in integrating work order material usage with Materials Requirements Planning (MRP).	O																			
TASK 10.2:	Institute new materials requisition form for withdrawing materials from the warehouses.	O																			
TASK 10.3:	Assign mowing equipment to major sites to reduce lost time in obtaining equipment.	O																			

DIVISION/DEPT:		MAINTENANCE OPERATIONS												NEW REVISED ORIGINAL				C - COMPLETED R - REVISED O - ORIGINAL															
OBJECTIVE 11:		EXPLORE THE FEASIBILITY OF RESIDENT MAINTENANCE												1992-93 YEAR 1				1993-94 YEAR 2				1994-95 YEAR 3				1995-96 YEAR 4				1996-97 YEAR 5			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4								
TASK 11.1:		Instruct/train residents on basic maintenance of their apartments.																O															
SUBTASKS:		a) Assist housing management in the development of orientation training documents for residents in the proper use, care, and minor maintenance of their apartments.																O															
TASK 11.2:		Explore feasibility and cost of Resident Job Corps/Litter Control Program versus current staffing for Laborers and Custodians.																				O											
SUBTASKS:		a) Provide economic opportunity for residents where feasible.																				O											
		b) Utilize rent credits for participating residents.																				O											
TASK 11.3:		Consider issuing plungers and other general maintenance tools to residents.												O																			

DIVISION/DEPT:	MAINTENANCE OPERATIONS	NEW REVISED ORIGINAL	1992-93 YEAR 1	1993-94 YEAR 2	1994-95 YEAR 3	1995-96 YEAR 4	C - COMPLETED R - REVISED O - ORIGINAL
		1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1996-97 YEAR 5
OBJECTIVE 12:	CREATE EMPLOYMENT OPPORTUNITIES FOR INDIVIDUALS IN NON-TRADITIONAL CRAFT						
TASK 12.1:	Create apprenticeship opportunities through the operating budget without reducing journey positions. (16 apprenticeship positions, 4 per year)						
TASK 12.2:	Advise unions of SFHA's desire to secure women and other under-represented groups in the maintenance work force.						







## CONVENTIONAL HOUSING



## **PART I: GENERAL NARRATIVE**

The Conventional Housing Management Department is charged with the full administrative management responsibility of SFHA's public housing program. The Department manages nearly 7,000 units of Family, Senior Citizen and Disabled housing at 41 sites throughout the City and County of San Francisco. The Department has approximately 120 employees, including administrative, property management, clerical and uniformed security personnel.

The Department has played a major role in several of SFHA's successes through the first Five Year Plan and was an integral part of SFHA's removal from the HUD Troubled list in 1992. Most prominent was the Department's lead role in moving the SFHA's occupancy rate to greater than 98%, from under 90%.

## **PART II: REPORT ON OBJECTIVES**

### **OBJECTIVE 1**

**Description:** Maintain 98% Occupancy, Including Improved Management Tracking Systems

*General Intent.* To maintain occupancy at greater than 98% of units available for rent roll at all times. This means that of 6,722 available apartments on 3/1/93, at least 6,587 must be occupied, or no more than 135 vacant apartments.

*Status of Objective.* This task remains significantly the same as in the previous Five-Year Plan. Currently, occupancy rates are holding at about 98.5%, or 95-105 vacant apartments. At no time since the May 1991 has the agency-wide occupancy rate fallen below 98%. The automated monitoring system for vacancies, called for in the May 1991 plan has been established. This system is being used by Management, Maintenance, Eligibility and other SFHA staff, ensuring a consistent flow of accurate information on vacancies and assignments.

*Status of Tasks.* Continued diligence is required to maintain 98% occupancy, particularly in light of the Voluntary Compliance Agreement, which offers 60% of all vacant units to transfer applicants. Plans will involve the following:

- Periodic meetings between Management, Maintenance and Eligibility staff to maintain strong communication in the vacancy reduction area and work out any problems which arise.
- Close monitoring of the System 38 automated tracking system to maintain accuracy for vacancy management until this system is replaced with new CCS system.

- Weekly (at a minimum) review by Assistant Director and District Managers of detailed vacancy data from automated tracking report.
- Establishment of a plan for on-site underhoused transfers
- Installation of a vacancy management system on new computer system.
- Coordination with MIS and Eligibility staff to upgrade our ability to track detailed transfer data on automated vacancy reports.
- Establishment of on-site Underhoused/Overhoused Transfer Program.

## **OBJECTIVE 2**

**Description: Improved Management of Rent Recertification and Home Inspections, including Quality Controls and Specific Management Measurement Standards**

*General Intent.* Ensure 100% completion of apartment inspections (Home Inspections) and timely completion of Annual Recertification.

*Status of Objective.* The automated tracking system called for in the original Five Year Plan has been established. This system schedules and tracks Home Inspections. During Fiscal Year 1992, 99.9% of all apartments were inspected by SFHA staff. In addition, a quality control reinspection system has been established and is operational.

*Status of Tasks.* The tracking system for Annual Reviews called for in the original Five Year Plan has been established. This semi-automated system tracks delinquent rent recertification status (effective 1/93) by providing manual updates to System 38 data. The following are tasks for continued improvement in this area.

- Monthly reporting of Home Inspection Schedule vs. Actual Performance.
- Monthly reporting of Delinquent Annual Recertification Status.
- Quarterly reporting of Quality Control Reinspection Status.
- Completion of 99.5% scheduled Home Inspections each fiscal year. Quality Control Reinspection of no less than 5% of Home Inspections at each development during each fiscal year.
- Delinquent Review ratio of less than 10% (Family), 5% (Elderly) on a rotating annual schedule.

- Work with San Francisco Housing Inspection Department staff and SFHA Safety Officer to update inspection code. Updated SFHA Inspection Code will expand HQS to include applicable local and state requirements as well as HARRG and other needs. Establish new inspection training and forms as needed.
- Establish home inspection brush-up training to be performed at least annually, and establish system to ensure that all new Property Managers received inspection training.
- Install new CCS computerized management tracking system for Home Inspections.
- Install new CCS computerized management tracking system for Rent Recertification.

### OBJECTIVE 3

**Description:** Increase Management Training and Communication, including in-house service training and establishment of position orientation outlines

*General Intent.* Housing Management staff are often the first representation residents and the public have of the San Francisco Housing Authority. It is imperative that management office staff be well trained and aware of ongoing SFHA initiatives.

*Status of Objective.* This is a new/revised objective for this Five Year Plan. SFHA staff are reviewing proposals from educational consultants in the design of a Property Management Training program. This consultant is also expected to work with SFHA to develop training programs for other SFHA development staff.

*Status of Tasks.*

**Training:**

- Intensify Property Management Training efforts through the use of in house and contract seminars on a variety of management related topics, possibly including writing skills, conflict resolution, multi-cultural communication skills and other areas.
- Review the possibility of a Property Manager Internship/Training program and staff mentoring programs to promote entry level staff development.
- Develop "front-line" training for clerical and other property management staff who have direct contact with residents and the public.
- Work with the Human Resources Department to simplify procedures and encourage staff to take language training.
- Establish defined orientation program for all new property management staff.

**Communication:**

- Publish a periodic newsletter specifically for property management staff.
- Establish Committees of property management staff to meet regularly with the following departments to improve development -central office communication: Eligibility, Resident Services, Finance, Procurement, Maintenance Control, and Legal.
- Work with Resident Services to establish periodic meeting schedule between resident groups and property management staff.
- Involve property management staff in outreach efforts to encourage SFHA residents (particularly those with bi-lingual skills) to seek employment with the Agency.



## OBJECTIVE 4

**Description:** Improve Procedures and Information, including new Resident Orientation booklets and an Agency Operations Manual

*General Intent.* With Management Teams in place at 41 sites around the city, to ensure consistent application of procedures, a manual will be established to assist Management Teams. With a city-wide waiting list, residents are often not familiar with the areas where they are being assigned. Resident Orientation Booklets will assist new residents by providing information on their new neighborhood and the SFHA.

*Status of Objective.* New objective for this Five Year Plan. Only those tasks related to the Priority Transfer Policy are now underway.

### *Status of Tasks.*

- Work with Legal and Eligibility to revise the Priority Transfer Policy.
- Establish an orientation booklet for all new residents. This booklet would contain citywide information (how and when to pay rent, how to call in a work order), neighborhood information (post office, transportation and shopping information) and local information (data on the specific development). Booklet will be translated into several languages including Spanish and Chinese.
- Work with Internal Audit Department to establish Operations Manual of updated procedures.
- Assist Legal Counsel on revising and updating of the lease and Grievance Panel. This will also include any revisions required by 504 regulations. Train staff on any changes.
- Establish or secure a Social Services Resource Manual for all property offices.

## OBJECTIVE 5

**Description:** Increase Security at Senior Handicapped Buildings, including Stationary Guards, Roving Patrols and physical security surveys

*General Intent.* The increase in drug and other criminal activity in large cities have made senior citizens and handicapped persons targets of violence and victimization. Because of the design of many SFHA Senior/Handicapped buildings (single-entry high rise), certain security deterrents can be provided to protect residents of these buildings.

*Status of Objective.* This is a new objective for this Five Year Plan. SFHA has instituted a temporary plan of security guards in eight buildings, with additional security measures planned.



*Status of Tasks.*

- Continue temporary security plan pending approval of permanent plan.
- Conduct initial citywide survey of security personnel and hardware needs. Update periodically.
- Conduct assessment of in-house vs. contract for long-term security service. Hire staff or issue RFP based on assessment.
- Implement roving patrol to augment stationary guards and provide security services to those buildings without guards.

**OBJECTIVE 6**

**Description: Improve Rent Collection and TARS Management**

*General Intent.* To improve rent collection procedures, and follow-up leading to increased collection and decreased tenant accounts receivables (TARS)

*Status of Objective.* This is a significantly new objective, coordinating with SFHA's PHMAP Improvement Plan. While some improvements have occurred in rent collection, this area requires additional improvement. It is expected that installation of the CCS computer system will provide significant and immediate assistance in this area by providing useful information and on a timely basis.

*Status of Tasks.*

- Establish System 38 Tracking system for tracking agreements. Create/utilize improved tracking systems available on CCS system.
- Establish reporting system for rent collection data.
- Establish inventory of residents with balances for agreement or lease action.
- Work with Legal to ensure timely processing of defaulted agreements and lease action.
- Establish goals and incentives for development and district rent collection and TARS reduction.
- Monitor rent collection and TARS based on current PHMAP Improvement Plan targets.

## SUCCESS INDICATORS

### OBJECTIVE 1

- Occupancy Rate of no less than 98% at all times.
- Installation of CCS vacancy tracking system.
- Introduce an on-site transfer plan to Executive Director

### OBJECTIVE 2

- Annual Inspection of no less than 99.5% of units.
- Annual Reinspection of no less than 5% of units.
- At least two HQS Inspection training sessions annually.
- No more than 10% outstanding delinquent Annual Rent Recertification at any time in Family developments.
- No more than 5% outstanding delinquent Annual Rent Recertification at any time in Senior/Handicapped Developments.
- Installation of CCS Tracking Systems for Home Inspection and Annual Rent Recertification.

### OBJECTIVE 3

- No less than 50 hours of training for Property Managers annually.
- No less than 30 hours of training for Administrative Clerks annually.
- Implementation of a Property Manager Orientation program outline.

### OBJECTIVE 4

- Submission of a revised Priority Transfer plan to the Executive Director.
- Establishment of an orientation booklet for new residents (may require temporary additional staff to meet this objective).

### OBJECTIVE 5

- Continuous stationary guard service to all buildings in plan.
- Provide detailed recommendation to Deputy Executive Director for Management Operations on in-house vs. contract security plans.
- Upon Executive Director approval, implement roving security patrol.

### OBJECTIVE 6

- Compliance with PHMAP Improvement Plan Targets.
- Installation of CCS Rent System.

*NOTE: Rent Collection and TARS Management goals, objectives and tasks are likely to change significantly after the installation of the CCS Computer system, as this system will greatly improve our management capabilities in this area. Additionally, PHMAP Targets are likely to be adjusted from time to time by HUD and SFHA.*

**HOUSING MANAGEMENT FIVE YEAR PLAN TEAM**

Cecilia Anderson, Administrative Clerk

Ann Dunn, Senior Administrative Clerk

Wilbert Freeman, Assistant District Manager

Jack Geary, Assistant Director

Jim Grossman, Property Manager

Carey Jacko, Property Manager

Jacqueline Johnson, District Manager

Shanna Ngo, Administrative Clerk

Morris Richardson, Assistant District Manager

Raenette Sanders, District Manager

Gwen Washington, Property Manager

Kathy Wong, District Manager

**PART III: TIMELINE CHARTS - 5 YEAR WORK PLAN (SEE ATTACHED)**

DIVISION/DEPT:	CONVENTIONAL HOUSING	NEW REVISED ORIGINAL	1992-1993 YEAR 1	1993-1994 YEAR 2	1994-1995 YEAR 3	1995-1996 YEAR 4	C-COMPLETE R-REVISED O-ORIGINAL
<b>OBJECTIVE 1: 98% OCCUPANCY RATE</b>							
TASK 1.1:	Establish vacancy reduction team with periodic meetings	C					
TASK 1.2:	Upgrade and maintain System 38 vacancy tracking system ( to be replaced by CCS system)	C					
TASK 1.3:	Establish weekly vacancy review sessions between Managers/District Managers and District Managers/Assistant Directors	C					
TASK 1.4:	Install CCS vacancy tracking system		O				
TASK 1.5:	Establish automated transfer tracking system			O			
TASK 1.6:	Establish on-site underhoused transfer program						
SUBTASKS:	a) Establish transfer committee		O				
	b) Submit plan to Administration		O				
	c) Implement on-site transfer program			O			

DIVISION/DEPT:		CONVENTIONAL HOUSING		NEW _____ REVISED _____ ORIGINAL _____												C-COMplete R-REVISED O-ORIGINAL											
OBJECTIVE 2: RECERTIFICATION AND INSPECTIONS		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5									
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4						
TASK 2.1:	Establish monthly reporting system for home inspections	C																									
TASK 2.2:	Establish monthly tracking and reporting system for rent recertification	C																									
TASK 2.3:	Establish quarterly tracking sysem for reinspection (quality control)	C																									
TASK 2.4:	Completion of > 99.5 percent inspection for fiscal year					O				O				O				O									
TASK 2.5:	Quality control reinspection/At least 5 percent					O				O				O				O									
TASK 2.6:	Delinquent recertification ratio of < 10 percent family <5 percent elderly									O																	
TASK 2.7:	Establish HQS/City of S.F. comprehensive inspection code									O																	
TASK 2.8:	Establish periodic inspection/Code training					O				O				O				O									
TASK 2.9:	Install CCS tracking system for home inspection management and tracking					O																					
TASK 2.10:	Install CCS training system for recertification management and tracking									O																	

DIVISION/DEPT: CONVENTIONAL HOUSING		NEW REVISED ORIGINAL		1992-1993 YEAR 1		1993-1994 YEAR 2		1994-1995 YEAR 3		1995-1996 YEAR 4		1996-1997 YEAR 5	
OBJECTIVE 3: MANAGEMENT TRAINING AND COMMUNICATION		1	2	3	4	1	2	3	4	1	2	3	4
TASK 3.1:	Intensify Management Training	0											
TASK 3.2:	Project-Based Accounting Training				0								
TASK 3.3:	Investigate Manager Internship Program	0											
TASK 3.4:	Develop "Front-Line" training for clerical & other field staff					0							
TASK 3.5:	Simplify procedures to encourage language training					0							
TASK 3.6:	Establish Orientation Program for new field staff					0							
TASK 3.7:	Establish a periodic field newsletter	0											
TASK 3.8:	Establish "Communication Committees" of field staff and appropriate Central Office Departments					0							
TASK 3.9:	Establish periodic meeting schedule between staff and resident groups					0							
TASK 3.10	Increase on site staff involvement in resident recruitment for employment					0							



DIVISION/DEPT:	CONVENTIONAL HOUSING	NEW REVISED ORIGINAL												C-COMplete R-REVISED O-ORIGINAL											
		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5							
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
OBJECTIVE 4: IMPROVE PROCEDURES AND INFORMATION																									
TASK 4.1:	Revise priority transfer policy																								
SUBTASKS:	a) Committee meetings					O																			
	b) Proposal to Administration					O																			
	c) Implementation of updated priority transfer policy									O															
TASK 4.2:	Establish orientation booklet for new residents																								
TASK 4.3:	Establish operations manual of management procedures									O															
SUBTASKS::	a) Identify facilitor/writer					O																			
	b) Establish/collect/update/write procedures									O															
TASK 4.4:	Assist legal in updating/revising lease and grievance panel procedures									O															
TASK 4.5:	Establish a social services resource manual													O											



DIVISION/DEPT:		CONVENTIONAL HOUSING		NEW REVISED ORIGINAL																				C-COMplete R-REVISED O-ORIGINAL											
OBJECTIVE 5: INCREASE SENIOR BUILDING SECURITY		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5																	
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4														
TASK 5.1:	Establish temporary security guard plan	C																																	
TASK 5.2:	Conduct citywide survey of security related physical needs of senior building					O																													
TASK 5.3:	Update survey									O				O				O																	
TASK 5.4:	Assess long-term security needs for senior security	O																																	
TASK 5.5	Based on Assessment, Implement long-term senior building security program					O																													

DIVISION/DEPT:		CONVENTIONAL HOUSING		NEW REVISED ORIGINAL																C-COMPLETE R-REVISED O-ORIGINAL			
OBJECTIVE 6: RENT COLLECTION		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5					
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
TASK 6.1:	Establish System 38 tracking system for tracking rent repayment Agreements	C																					
TASK 6.2:	Establish prepriodic reporting system for rent collection statistics	C																					
TASK 6.3:	Complete inventory of residents on repayment agreements and begin tracking agreements	C																					
TASK 6.4:	Work with Legal Department to ensure timely tracking and processing of delinquent agreements and lease action													O									
TASK 6.5:	Establish goals and incentives for rent collection and T.A.R. reduction													O									
TASK 6.6:	Monitor rent collection and T.A.R. program based on established goals													O									
Note:	Rent Collection goals, objectives and tasks are likely to change significantly following instalation of the CCS Computer System, as this system will greatly increase our rent and TARS management capability																						





**PLANNING  
AND  
DESIGN DIVISION**



## **PART I: GENERAL NARRATIVE**

The Authority's Planning and Design Division was created in November 1990 when the former Planning and Construction Division was divided into two separate units. This new Division was charged with helping to establish long range goals for the Authority and to develop and implement the action plans necessary to achieve these goals. The division oversees the design process for rehabilitation, comprehensive modernization and site redevelopment either through in-house staff or external contracts and pursues funding to accomplish these efforts. Once designs and specifications are completed, funding secured and contractors selected, the work is turned over to the Rehabilitation and Construction Division to supervise actual construction activities. Once funded through modernization programs, management improvements to enhance agency administrative operations are also turned over to the appropriate divisions. During the implementation phase, Planning and Design continues to monitor the progress of all physical and management improvements.

The entire effort of creating and implementing plans at the Authority requires a team approach. Residents and staff from all Authority operations must be involved to ensure that the plans are comprehensive and appropriate. The Planning and Design Division has been charged with coordinating this process and taking the lead in meeting with residents to obtain their input. A staff of three licensed architects, two planners, one electrical engineer, one senior industrial hygienist, and five architectural support staff has been assembled to administer these important functions. Together, they have the expertise necessary to identify and catalog problem areas, develop funding applications, design appropriate solutions and begin the implementation of the improvements that will eventually allow the Authority to attain its goals.

The Planning and Design Division has accomplished a great deal over the short period of its existence. Comprehensive Plans for both management and physical improvements have been completed. These plans identify and catalog system wide problems that must be addressed and estimate the cost of these improvements. Applications have been developed and approved providing over \$59,000,000 in HUD modernization funding to begin addressing the most serious of these problems. The process of developing reconstruction master plans for the most distressed Authority developments has been established. A plan to comprehensively modernize the Sunnydale development has been completed and the first construction phase of 160 apartments has been fully funded. Construction will begin by the end of 1993 on this important effort. Plans to completely replace the Bernal Dwellings and Yerba Buena Plaza East high density structures with low rise apartments have been developed and an application for Implementation Grant funding from HUD's new Urban Revitalization Demonstration Program has been submitted. A decision on this application is expected in September 1993. The master planning process for the Hayes Valley and North Beach developments is also producing



innovative approaches for reconstruction of these two complexes without traditional HUD funding. Master plans are also being completed or are scheduled and funded for three additional sites.

During this period, the Planning and Design Division has also aggressively addressed several physical problem areas that will greatly improve the quality of life for our residents and reduce chronic maintenance costs. The Authority's elevators are being systematically upgraded and are scheduled for completion by early 1994. All buildings with serious leaks have been identified and funding has been provided to address these problems. Damage resulting for the 1989 Loma Prieta earthquake has been evaluated and most repairs have been completed. As the need for backup electrical generators was demonstrated during and after the earthquake, generators for all highrise buildings have been designed and most have already been installed.

The following section reviews the accomplishments of this Division over the two plus years of its existence and describes specific areas where improvements to the Division's operations will enhance its ability to effectively pursue critical tasks demanded by the Authority to ensure that residents are provided with the facilities and services they need and deserve.

## **PART II: REPORT ON OBJECTIVES**

### **OBJECTIVE 1**

#### **Description: Improve Planning and Design Division Internal Operations**

**General Intent.** Accomplishing this objective will enable the Authority to maintain the capacity to take on an increasing capital improvement workload. A well structured organization supported by adequate staffing and consulting services is essential for providing the resources necessary to address the large variety of complex physical upgrades and reconfiguration of all Authority housing sites.

**Status of Objective.** This objective remains important for the Authority to maintain the capacity to complete an increasing capital improvement workload. The division became adequately staffed for implementation of the workload during the past two years, including an additional architect for development of master plans and an industrial hygienist for abatement of lead-based paint and asbestos. The industrial hygienist is enabling the Planning and Design Division to complete comprehensive testing for both lead and asbestos, develop abatement plans, secure funding and proceed with implementation. The increase in technical staff is providing the resources necessary to address the large variety of complex physical improvements of public housing developments and upgrades of the Authority's management operations.

Basic equipment needs were identified, computers were purchased and installation took place in June 1991. This has streamlined the processing of reporting, data sorting, scheduling, cost estimating and monitoring performed by the division. Each staff member has a computer and assorted software with the potential for upgrading to a CAD system for review and revision of plans or other graphic documents. As part of the Authority's MIS upgrade which is now being implemented, there will be a review of software available for cost estimating and staff will be trained on the new software and estimating techniques.

*Status of Tasks.* Task 1.1 had been completed, however the Planning and Design Division has expanded both funding opportunities and the scope of planning activities. At the same time, the new HUD administration has released annual funding more quickly, resulting in the need to implement funding for multiple years and a larger volume of work. The Division has also broadened the scope of activities to include more long range physical planning of sites and financial planning for comprehensive improvements and additional housing development. This has resulted in the need for reevaluation of organizational structure, staffing needs and use of consultants.

Task 1.2 is assigned to the Personnel Services Division, however, more specialized opportunities for professional development will be identified and made available for Planning and Design staff in coordination with Personnel. This is important not only for staff performance, but also for staff job satisfaction. Development and retention of competent and committed staff is critical for the operations of this division.

Tasks 1.3 and 1.4 are underway. RFP and bidding document materials have been pulled together and are being reviewed for completeness, clarity and appropriateness. Following the review and any modifications, the checklist will be updated and a staff reference will be developed.

Institution of written procedures for coordinating modernization of all planning activities is integral in developing a stronger organizational planning process. The guidelines will serve as a map for annual planning work associated with maintenance of the Comprehensive Plan for Modernization. The guidelines will also serve as a foundation for the organizational cooperation needed to conduct effective planning by creating a planning process that reaches across departmental boundaries, down to site staff, and out to the residents.

Development of the Operational Procedures Manual has also been partially completed, but will not be finalized until a technical writer has been hired. The Planning and Design Division has developed a preliminary operational and procedural manual addressing all major agency operations using HUD Handbooks as reference. With the heavy workload within the Planning and Design Division, it is critical that all procedures be as efficient as possible,

however, each activity must be examined to ensure that all unnecessary steps are eliminated while maintaining those elements that ensure control and accountability. Refinement of the operational procedures will be an ongoing effort so that they reflect staff, organizational and policy changes as well as potential for streamlining of activities.

A storage system for former construction documents is being established and maintained so that information can be retrieved and utilized as Task 1.5. This will assist in providing background information for current planning and rehabilitation efforts. While some documents become obsolete and may be discarded, as additional rehabilitation and modernization work is done, more space for new documents will be required. The present storage area at 666 Ellis Street has been surveyed and a cursory review of documents at Egbert and Turk Streets has taken place. A more detailed assessment of existing documents is planned along with potential storage areas prior to completion of physical improvements for this task.

A rehabilitation history will be developed for each public housing site as Task 1.6. This new task will assist planning and maintenance activities with readily accessible and comprehensive information on the physical improvements and modifications that have occurred at each site. This information will assist the Planning and Design staff in the development of rehabilitation plans and assessment of rehabilitation strategies under consideration.

## **OBJECTIVE 2**

**Description: Improve Coordination/Communication Between Planning and Design and Other Divisions and Improve Resident Participation**

**General Intent.** One of the main responsibilities of the Planning and Design Divisions is to coordinate the development of action plans that resolve critical Authority problems. These action plans are not just limited to physical issues but include program issues, operations concerns, and management improvement initiatives as well. They are inclusive of all major public housing functions, at least to some degree. Establishing and maintaining interdivisional communication and coordination is critical to this process. It is very important that all affected Authority departments participate in the problem solving process to ensure that key issues are both identified and effectively addressed. It is equally important that residents affected by these issues are included in this process.

**Status of Objective.** The improvement of inter-divisional communication and coordination has been completed in the areas of renaming divisions and re-examining roles for divisions as well as establishment of authority working groups. Other tasks are still being implemented and are only partially complete.

*Status of Tasks.* A computerized scheduling system has been developed. It is very important that work be accurately scheduled and that those schedules be shared with the affected staff and residents for coordination with other activities. The process for developing and coordinating the schedules for additional work as funding becomes available is still being formalized and refined working with the Rehabilitation and Construction Division.

At this time, once funding commitments have been made for physical and management improvements, detailed implementation schedules are developed working with the appropriate departments. All Authority divisions involved in the implementation of modernization improvements are given copies of these schedules. Feedback is solicited on the status of the work and the schedules are revised if necessary. The deadlines agreed to with funding agencies, planned implementation schedules and actual accomplishments are tracked. If revisions with funding agencies are required, Planning and Design prepares these requests. This process for tracking implementation and revising schedules is also being reviewed.

The use of working groups and status reports for coordination with the Resident Services and Management divisions is being evaluated and may be augmented. The sharing of information between departments on current and planned activities is very important so that Authority modernization and management improvements can be properly coordinated. The development and issuance of departmental reports providing this information in a timely way is of critical importance.

Since July 1991, activity/status reports have been prepared and distributed at senior staff meetings on the first of each month. Planning and Design status reports are now being evaluated to determine how beneficial they have been for coordinating planning and implementation activities. Various alternatives in content, format and frequency will be considered for establishing reporting that best suits the needs of the other Authority divisions and the division needs for obtaining feedback required for planning and design work.

Task 2.4 has been expanded and now begins with establishment of a working group with Resident Services to review the existing process of resident involvement and develop recommendations for improvement. In addition, an information and training brochure will be created. This information brochure will be in layman's terms and will include graphics for explaining the design and construction process to residents.



### OBJECTIVE 3

**Description:** Develop Ongoing Long Range Planning for Comprehensive Modernization, Redevelopment and New Housing Development Strategies.

**General Intent.** The Planning and Design Division plays a critical role in developing long range plans for comprehensive modernization, redevelopment of sites and new housing development strategies. This is one of the most important functions of the Planning and Design Division. Establishing new directions that provide a blue print for the Authority to follow, identify serious problems and lay out plans of action for improvement of all aspects of the Authority's operations is of critical importance. Opportunities for development of new housing exist and planned redevelopment of sites will require provisions for replacement housing. Developing new and/or replacement housing off-site entails deciding whether to join with private housing developers, site identification, real-estate negotiations, design, securing funding and budget monitoring. All of these functions must be pursued in a timely and comprehensive manner. It is therefore imperative that the Division have in place the structure and resources to provide this work efficiently.

**Status of Objective.** With the major modernization needs of the Authority's existing sites requiring urgent attention, the Authority intends to concentrate construction activities on addressing these problems before any major expansion of the housing stock is aggressively pursued. However, redevelopment plans for three high density sites will require the development of off-site replacement housing within the next 6 years. Also, as part of the master planning process, there appear to be opportunities on at least two sites for additional housing. The Authority is now laying the ground work for plans to add to the Authority's housing resources and better utilize low density sites as well.

**Status of Tasks.** A working group will be established within the Authority to evaluate and update long range planning strategies. Task 4.2, "Provide ongoing evaluation of potential for developing new and replacement public/non-public housing" is underway and will be ongoing. This is an important activity which is expected to provide opportunities for creating additional public or other low income housing. The evaluation is also being conducted with an eye toward creating revenue generating opportunities that will facilitate the modernization and stabilization of existing public housing developments by introducing a mix of incomes and/or ownership opportunities at underutilized sites.

A member of the staff has been a representative on the HUD Regional Affordable Housing Advisory Group that has met to discuss solutions for a broad range of issues that are viewed as impediments to the development of affordable housing. Federal and State housing program appropriations are tracked by the Planning and Design staff through various publications as are modifications to programs that may become potential funding resources.

As part of Task 3.3, the Authority works with neighborhood based non-profit housing developing corporations. This has resulted in the construction of 63 units of Section 202 housing for seniors over the parking lot at Ping Yuen North. The staff are also maintaining a network of contacts with other housing development entities, funding sources and affordable housing advocacy groups. Staff from the Authority's Planning and Design Division actively participate in the development of the City's Comprehensive Housing Affordability Strategy (CHAS) and CHAS planning group comprised of city and nonprofit housing development and service agency representatives. In addition to monitoring the CHAS needs assessment and implementation activities, this group is developing proposals for increasing funding for affordable housing and support services for housing serving extremely low income households, both of which are very important to the Authority.

#### **OBJECTIVE 4**

##### **Description: Improve and Formalize Planning and Design Processing**

**General Intent.** The initial planning, design, and eventual construction document preparation must all be carefully and efficiently done to ensure that both new construction and rehabilitation efforts are fully successful and completed as quickly as possible. It is the responsibility of the Planning and Design Division to ensure that these goals are attained. Most Authority buildings are over 30 years old. As a general result of age and heavy use, major portions of these structures have suffered substantial deterioration. When the Authority has the opportunity to comprehensively address these issues, it is critical that the appropriate corrective measures be completed while maintaining high quality standards and in a timely manner. There must also be resident input during the entire process. When an opportunity arises to design a new complex, it is important to design for the present and future, and plan for the highest quality materials to be utilized.

**Status of Objective.** Work toward meeting this objective has been completed in the area of consultant selection. This process incorporates both HUD and Authority procurement requirements and covers all aspects of the solicitation, selection, contract execution and final performance evaluation phases. The construction document review process has also been established with the formation of the quality circle working groups and development of a check list to ensure that critical items are not overlooked. Other tasks that are the responsibility of the Planning and Design Division are still in progress or just completed.

**Status of Tasks.** The Authority completed the development of Comprehensive Needs Assessments and Action Plans for both Management and Physical Improvements. All sites were inspected and all departments participated in the development of these plans. These documents provide the basis for ongoing planning needed to guide the Authority for years to come.

The review process for construction documents has been improved. The best design, if not properly thought out, drafted or specified will result in major construction delays, additional

costs and could limit the effectiveness of the solution. Consultants who prepare the construction documents must be monitored and their documents reviewed to ensure that they are complete and appropriate. It is the responsibility of the Planning and Design Division to provide this information.

The formation of a working group for each project has proved to be very beneficial. The groups consist of a member from Management, Planning and Design, Rehabilitation and Construction, and Maintenance. During the latter stages of the design process the group members review the documents. Relevant comments are given to the consultants for incorporation into the documents before going out to public bid. This process has already resulted in a significant reduction in the number of change orders.

As part of Task 4.1, the development and implementation of a progress monitoring system has been incorporated into the Authority's MIS improvements. Once modernization funds are approved, the focus shifts to the construction planning and management process. Information on current construction and rehabilitation work needs to be continuously gathered and assessed. This requires the establishment of regular information pathways and sources that can be used by Planning and Design to obtain feedback from other departments, residents and critical staff.

Better modernization planning starts with better and more frequent information from the field. Information on construction or maintenance on previous modernization work or equipment installations is also very important in considering future design specifications. With the MIS improvements, information on facility needs and improvements will be provided to the Planning and Design Division by the Maintenance and Rehabilitation and Construction Divisions on a regular basis. Every six months, the Comprehensive Physical Improvements Plan will be updated. A step has also been added for a five year major re-evaluation of physical and management improvements. This will take place in the beginning of this new Five-Year period.

Task 4.3, "Establish a post occupancy and post construction evaluation process" is in progress. A post occupancy user survey is being developed to confirm design strengths and weaknesses and a series of follow-up meetings between site staff, the Rehabilitation and Construction Division and the Planning and Design Division are being planned at key intervals after modernization work is completed. These will take place at approximately 6 month, 12 month, and 18 month intervals to see first hand how well work is holding up. An evaluation of the problems will be made, documented and distributed.

Upon completion of the evaluations of recently completed construction efforts, the Design Standards document will be updated (see Task 4.5). Current information is also being gathered from recent master planning efforts. A review of HUD regulations is also underway and will be completed when the above work is finished.



Task 4.5, "Develop Design Standards" will be completed by March, 1994. It is very important that the completed construction work solve serious problems and not create new ones. If poor quality or inappropriate materials are used, the result of this effort could exacerbate maintenance and performance problems. In addition, it is also critical that improvements be designed to address all issues at the development and not just solve one problem. A solution improving window security may, for example, make future repairs to the window itself more difficult if both issues are not considered.

The entire process of standardization is a complex and difficult assignment. Various methodologies are being pursued to assist in this effort. The first is Material Requirements Planning (MRP) or the development of a list of materials used and/or needed for both maintenance and construction. HUD has approved funding for this effort in the 1991 Comprehensive Improvement Assistance Program. The Procurement Division has begun this process by providing procurement training for other Authority departments and is in the process of hiring a MRP staff person.

The second method being investigated is conducting bids for larger quantities of items such as paint, locks, appliances, etc., so that construction needs may be met through stock issuance of standard materials. The Quality Control Committee is reconvening to look at MRP and future needs assessments. This committee will also begin cataloguing materials and supplies used in the most recent construction projects such as Alemany and Robert B. Pitts. Finally, a greater number of construction projects will be assigned to the Authority's Force Account to make better use of available stock.

## OBJECTIVE 5

### **Description: Formalize Process of Hazardous Materials Identification and Abatement**

**General Intent.** It is now the policy of the Authority to identify and abate lead hazards in developments where children and pregnant women reside. The presence of lead hazards is determined by careful testing and assessments that meet the requirements of HUD. Moreover, the abatement of lead hazards process fully complies with all governing safety regulations. Affected residents are kept informed of all lead hazard activities conducted by the Authority and identification of any child with an elevated blood lead level who lives in an Authority apartment constitutes an emergency situation and is immediately addressed. Asbestos and other hazards are also identified and documented for abatement. The Authority intends to abate these hazards, however the cost is expected to be millions of dollars.

**Status of Objective.** Although this is a new objective for the Planning and Design Division, an expert in toxic issues has already been added to the staff to ensure that the serious issues of lead and asbestos abatement are properly addressed. This addition is enabling the Division to complete comprehensive testing for both lead and asbestos, develop abatement plans, secure funding and proceed with implementation. Working in close cooperation with the San Francisco Department of Public Health, a program for testing Authority children for lead poisoning and for addressing lead hazards when such a case is identified has been created. The Authority has begun comprehensive testing for both lead and asbestos and is now integrating plans for abatement with rehabilitation activities and availability of funding.

**Status of Tasks.** All family developments will have been thoroughly tested for the presence of lead paint by the end of 1993, one full year before the HUD deadline for such testing. Testing is done by qualified technicians and residents are informed of the results. Once a lead hazard has been identified, the Authority Maintenance and Management staff are given the locations, instructions on how to safely complete maintenance work on items that contain lead-based paint, instructions on how to abate lead hazards, and instructions on how to dispose of materials that contain lead. Residents are also given information on locations of the lead hazards, instructions on the best methods to protect family members and visitors, specific conditions that may pose an immediate hazard and that should be reported to Authority staff, information on how small children can be tested for possible contamination, and the Authority's plans to address the problem.

A working group will be established with staff from Planning and Design, Rehabilitation and Construction, and Maintenance to coordinate identification of hazardous materials and abatement plans. This group will also consider the potential role of the Authority's Force Account in abatement efforts. The Authority will be contracting with a standby consultant as part of the coordination of abatement work with rehabilitation efforts. The consultant will provide detailed evaluations and abatement specifications where hazards exist and rehabilitation work is planned. This will include a full range of work from window replacements to comprehensive modernization and even demolition at sites where redevelopment is proposed. The Authority has also contracted with a consultant to prepare a risk assessment where lead has been identified and develop a specific in-place management plan for the period of time prior to actual abatement.

## **OBJECTIVE 6**

### **Description: Formalize Planning and Design's Role in Managing Utility Savings**

*General Intent.* The Planning and Design Division also coordinates energy planning and related issues. The responsibility for addressing energy and utility issues at the Authority was transferred to the Planning and Design Division from the Finance Department. A major portion of the Authority's operating costs reflects payments for water, sewer, gas and electricity. Although these costs are eventually paid by HUD, any improvements to these systems that result in cost savings are shared between the Authority and HUD. In addition, with the recurring drought problems in California, efforts to reduce water waste are very important.

*Status of Objective.* The Authority has done much over the past several years to make infrastructure improvements which reduce energy costs. Privately owned and maintained domestic hot water solar systems have been installed at Authority developments and the energy produced is sold to the Authority at a lower rate than charged by PG &E. Weatherization of most Authority apartments has been accomplished and energy efficient public area light fixtures have been installed. All Authority owned underground gas lines have been replaced and are now owned and maintained by PG & E. Since the old gas lines had substantial leaks, the Authority is no longer paying for this "lost" gas. As a result of all of these measures, the Authority's energy consumption has been substantially reduced.

An informal procedure has been developed to review and update resident utility allowances. Where residents are provided a rent credit, or utility allowance, to reflect their direct payments to utility companies, the allowances have been reviewed and updated. These allowances must be reviewed annually to ensure that they are appropriate. HUD regulations and adopted Authority policies will be incorporated into this procedure.

Authority policies acknowledge the importance that all rehabilitation and new construction efforts consider the impact of the proposed work on utility usage and costs. They also acknowledge the importance that existing utility and energy use be monitored to ensure that no

waste is occurring and that proper rates and charges are assessed by the utility companies.

*Status of Tasks.* Many elements of a design have a direct impact on water, gas or electrical usage. For example, the types of landscaping selected and irrigation system designed will affect water usage. The efficiency of plumbing fixtures and appliances are also important. To address these issues, the Planning and Design procedures check list is in the process of revision to include the evaluation of utility cost alternatives and will be in place by the end of January 1992.

Evaluating utility consumption and comparing current consumption reports with previous reports for the same area and similar developments is the most efficient way to note whether over usage of a utility is occurring. This work is in progress and audits of all developments have been updated. A procedure to formalize this reporting and monitoring on a regular and timely basis is being developed. Establishment of a formal procedure to complete an annual review of all energy audits of Authority sites and to adjust the audits to reflect changes in conditions is also being developed.

With today's complex utility company rate structures, it is always possible that incorrect rates are being charged. This could result in excess payments by the Authority. In an effort to prevent this from happening, previous utility rate schedules are now sent directly to the Authority. They are reviewed by Planning and Design for accuracy and rate applicability.

## SUCCESS INDICATORS

Success indicators have been developed to measure attainment of the Planning and Design Five Year Plan stated objectives. The success indicators are organized by objective and relate to the accomplishment of the planned tasks.

**Objective 1:            Improve Planning and Design Division Internal Operations**

- Completion of revised organizational structure, staffing plan and job descriptions with guidelines on use of consultants.
- Preparation of policies and resources catalog for staff development.
- Completion of updated bid documents and checklist.
- Completion of Planning and Design Operations and Procedures Manual with related training.
- Creation of document storage system and physical space.
- Completion of computerized rehabilitation history reference system.

**Objective 2:            Improve Coordination/Communication Between Planning and Design and Other Divisions and Improve Resident Participation**

- Formalization of implementation scheduling meetings and tracking reports with the Rehabilitation and Construction Division.
- Institution of coordinating meetings with the Management and Resident Services Divisions.
- Regular issuance of Planning and Design status reports.
- Establishment of resident involvement process including training on design and construction.



**Objective 3:            Develop Ongoing Long Range Planning for Comprehensive Modernization, Redevelopment and New Housing Development Strategies**

- Establishment of long range planning strategies working group.
- Creation of a process for evaluating existing strategies and proposing new directions.
- Establishment of networking with other housing authorities and housing providers.

**Objective 4:            Improve and Formalize Planning and Design Processing**

- Formalization of year round update of Comprehensive Plans and funding options.
- Formalization of process for determining scope of work for rehabilitation.
- Establishment of a post occupancy and post construction evaluation process.
- Development of Master plans for all sites requiring major redesign.
- Development of Authority design standards.
- Development of Authority Materials Standards.

**Objective 5:            Formalize Process of Hazardous Materials Identification and Abatement**

- Completion of hazardous materials surveys and reports for all sites.
- Completion of hazardous materials abatement plans for all sites.

**Objective 6: Formalize Planning and Design's Role in Managing Utility Savings.**

- Identification of utility management responsibilities for Planning and Design, Finance, Management and Maintenance Divisions.
- Development of a utility management system for the Authority with options and goals.
- Development of a utility savings management plan and incorporation Planning and Design procedures.

**PART III: TIMELINE CHARTS - 5 YEAR WORK PLAN (SEE ATTACHED)**





DIVISION/DEPT:		PLANNING AND DESIGN		NEW REVISED ORIGINAL				C-COMplete R-REVISED O-ORIGINAL													
OBJECTIVE 1: IMPROVE PLANNING AND DESIGN DIVISION INTERNAL OPERATIONS		1992-1993 YEAR 1 1 2 3 4				1993-1994 YEAR 2 1 2 3 4				1994-1995 YEAR 3 1 2 3 4				1995-1996 YEAR 4 1 2 3 4				1996-1997 YEAR 5 1 2 3 4			
TASK 1.1: Re-evaluate the Planning & Design Division's Organizational Structure and Methods																					
SUBTASKS: a) Determine the appropriate methods for implementing divisional work (consultants, existing staff, new staff) by: Reviewing current/projected work, and identifying strategies for best implementing each type of activity.		----- -O																			
b) Identify the appropriate staffing levels for implementation of projected work within funding and office space limits and develop new staffing plan.		---				--O															
c) Review and revise Planning & Design job classification and organizational structure to improve working relationships, paths of communication and supervision.						-----O															
TASK 1.2: Maximize opportunities for Planning & Design Staff's Professional Development																					
SUBTASKS: a) Assess training/development needs of P&D Staff.		----- -----O																			
b) Investigate staff development policies and training options including: training seminars/conferences continuing education membership in professional organization obtaining licenses and/or certifications.						-- -----O															
c) Encourage staff to take advantage of staff development opportunities by providing instructions on accessing opportunities and prepare a catalog of opportunities.						-----O															

DIVISION/DEPT:	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
<b>OBJECTIVE 1: IMPROVE PLANNING AND DESIGN DIVISION INTERNAL OPERATIONS</b>						
<b>TASK 1.3:</b>						
<b>SUBTASKS:</b>						
a)	-----	--O				
b)	-----O					
c)	-----	--O				
d)	-----O					
<b>TASK 1.4:</b>						
<b>SUBTASKS:</b>						
a)	-----	--O				
b)	--	--O				
c)		-----O				

DIVISION/DEPT:		PLANNING AND DESIGN		NEW REVISED ORIGINAL				C-COMLETE R-REVISED O-ORIGINAL																	
OBJECTIVE 1: IMPROVE PLANNING AND DESIGN DIVISION INTERNAL OPERATIONS		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5							
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
TASK 1.5: Develop Division Document Storage System and Facilities.						-----				----O															
SUBTASKS: a) Create an accessible document archival storage system for Planning & Design Division for reference drawings and specifications, construction documents and records for rehabilitation that rely on the above information.																									
b) Relocate documents and files from all areas of storage and consolidate into one protected and accessible archival location with a logical filing and storage system at 1815 Egbert Avenue office building or another location large enough to hold all of the old files.						---				-----				-----				-----O							
TASK 1.6: Develop a Rehabilitation History for each SFHA development																									
SUBTASKS: a) Determine scope of work in coordination with P&D, Maintenance and Rehab. & Construction.						-----				--O															
b) Prepare format and form(s) with review by Maintenance and Rehab. & Construction.										-----O															
c) Prepare rehabilitation histories on pc disk by reviewing CIAP/CDBG and CPG files and contracts for comprehensive information.										-----				-----O											
d) Develop process for maintaining updated files and meet with affected departments to ensure flow of accurate information to P&D.														---O											

DIVISION/DEPT:	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
<b>OBJECTIVE 2: IMPROVE COORDINATION/COMMUNICATION BETWEEN PLANNING AND DESIGN AND OTHER DIVISIONS AND IMPROVE RESIDENT PARTICIPATION</b>						
<b>TASK 2.1:</b> Formalize process for scheduling P&D and Rehab. & Construction work, coordinating work through the divisions, and monitoring all funded activities						
<b>SUBTASKS:</b> a) Develop implementation schedules in conjunction with: New funding programs; review of all existing implementation deadlines and; current staffing and resources; revise and finalize schedule for distribution.	-----O					
b) Track implementation schedules and establish regular progress reporting.	-----O					
c) Develop reporting systems for tracking progress and review for comparing status of funded activities with the approved schedule.	-----O					
<b>TASK 2.2:</b> Improve coordination with Resident Services and Management Divisions and develop communication process						
<b>SUBTASKS:</b> a) Review effectiveness of existing working group appointments/participation and improve as appropriate.	-----O					
b) Develop format for communication of work/scheduling plans and review with Resident Services and Management Divisions.	--O					



DIVISION/DEPT:		PLANNING AND DESIGN		NEW REVISED ORIGINAL												C-COMplete R-REVISED O-ORIGINAL											
OBJECTIVE 2: IMPROVE COORDINATION/COMMUNICATION BETWEEN PLANNING AND DESIGN AND OTHER DIVISIONS AND IMPROVE RESIDENT PARTICIPATION				1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5							
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
TASK 2.3: Issue an appropriate Planning & Design Division Status Report																											
SUBTASKS: a) Develop a revised report format to provide important information to the entire Authority after identifying information needed by other divisions and creating a simple and clear format for the information.				-----O																							
b) Develop a procedure to update the required information, the appropriate frequency for the Report and begin issuing Report.				--				--O																			
TASK 2.4: Improve resident participation in the Rehab. process																											
SUBTASKS: a) Establish working group with Resident Services to review existing process of resident involvement and modify resident involvement process.				-----				-----O																			
b) Develop information and training brochure with graphics and layman's terms for explaining design and construction process to resident.				---				-----O																			

DIVISION/DEPT:	PLANNING AND DESIGN	NEW REVISED ORIGINAL												C-COMPLETE R-REVISED O-ORIGINAL											
		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5							
	OBJECTIVE 3: DEVELOP ONGOING LONG RANGE PLANNING FOR COMPREHENSIVE MODERNIZATION, REDEVELOPMENT, AND NEW HOUSING DEVELOPMENT STRATEGIES	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
TASK 3.1:	Coordinate a Working Group within the Authority to evaluate and propose modifications for long range planning strategies																								
SUBTASKS:	a) Establish a working group.					--				--O															
	b) Develop a process for evaluating current strategies and proposing modifications and new directions.					--				--O															
	c) Implement proposed changes.					---				--O															
TASK 3.2:	Provide ongoing evaluation of potential for developing new and replacement public/non-public housing																								
SUBTASKS:	a) Identify potential funding programs by clarifying HUD regulatory environment coordinating SFHA role with other providers and researching literature on successful programs.					-----				-----O															
	b) Survey possible sites by reviewing SFHA holdings, reviewing other public lands, and meeting with City Planning, Redevelopment, and MOH for Master Plan conformity and coordination with local affordable housing plans.									-----O															
	c) Define requirements of various populations by reviewing market trends for affordable housing, coordinating with social service providers, surveying literature and analyze waiting list.					----				-----								-----O							
	d) Develop a format for coordinating site, financing, and program information.					---				-----								---O							
	e) Report findings and recommendations to long range planning working group.									-----								-----O							



DIVISION/DEPT:	PLANNING AND DESIGN	NEW REVISED ORIGINAL				C-COMLETE R-REVISED O-ORIGINAL															
OBJECTIVE 3: DEVELOP ONGOING LONG RANGE PLANNING FOR COMPREHENSIVE MODERNIZATION, REDEVELOPMENT, AND NEW HOUSING DEVELOPMENT STRATEGIES		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
TASK 3.3:	Network with other housing authorities and housing providers																				
SUBTASKS:	a) Develop structure for information sharing based on a list of topics/areas of interest and concern.	-----				-----0															
	b) Identify housing authorities, housing providers and housing associations for exchange of ideas and information.	---				--0															
	c) Establish networking activities and develop recommendations for improving planning and design operations and long range planning strategies.					-----0															

DIVISION/DEPT:		PLANNING AND DESIGN		NEW REVISED ORIGINAL		1992-1993 YEAR 1		1993-1994 YEAR 2		1994-1995 YEAR 3		1995-1996 YEAR 4		1996-1997 YEAR 5	
OBJECTIVE 4: IMPROVE AND FORMALIZE PLANNING AND DESIGN PROCESSING															
TASK 4.1: Formalize year round process for updating Comprehensive Plans and determining appropriate funding for needed improvements.															
SUBTASKS:	a) Initiate process for transmitting new physical and management needs to the P&D division.	----O													
	b) Develop formal process for cataloging all new items identified and scheduling update of existing Comprehensive Plans.	--- -----O													
	c) Develop strategy for determining which funding sources are appropriate for each work item based on funding availability and urgency of work item.	-----O													
TASK 4.2: Formalize the process for confirming the appropriate Scope of Work for Rehabilitation.															
SUBTASKS:	a) Establish a working group with Maintenance, Rehab. & Construction and Planning & Design.	-----O													
	b) Determine the appropriate method for surveying existing situations by identifying the best method for developing information and establishing a workshop/meeting format for eliciting resident ideas.	-----O													

DIVISION/DEPT:	PLANNING AND DESIGN	NEW REVISED ORIGINAL												C-COMplete R-REvised O-ORIGINAL											
		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5							
	OBJECTIVE 4: IMPROVE AND FORMALIZE PLANNING AND DESIGN PROCESSING	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
TASK 4.2:	Formalize the process for confirming the appropriate Scope of Work for Rehabilitation.																								
SUBTASKS:	c) Determine the appropriate method for identifying scope of rehabilitation based on funding sources, preliminary cost estimation, and information from Management, Maintenance, P&D, Rehab. & Constr., and residents.					----0																			
	d) Develop a system for analyzing a development's role within the entire authority housing stock.					----0																			
	e) Develop a workshop/meeting format for advising residents on scope of rehabilitation.					----0																			
TASK 4.3:	Establish a post-occupancy and post construction evaluation process.																								
SUBTASKS:	a) Establish working group.																								
	b) Determine information requirements by reviewing literature on post occupancy evaluation, and then coordinating information needs with Rehab. & Construction, Resident Services & Management.	-----0																							
	c) Develop a system for collecting the required information with a checklist, a questionnaire given to a sample of residents interviews, and a format for planning and recording observation of use.	-----				--0																			
	d) Develop a format with software for accessing the information and identify divisions who need easy access.	-----				----0																			

DIVISION/DEPT:	PLANNING AND DESIGN	NEW REVISED ORIGINAL																C-COMplete R-REVISED O-ORIGINAL			
		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE 4: IMPROVE AND FORMALIZE PLANNING AND DESIGN PROCESSING																					
TASK 4.3:	Establish a post-occupancy and post construction evaluation process.																				
SUBTASKS:	e) Do pilot evaluations at Robert Pitts and Hunter's Point.																				
	f) Formalize process.																				
TASK 4.4:	Develop Masterplans for all developments requiring major redesign.																				
SUBTASKS:	a) Collect dependable site information including up-to-date aerial photographs, surveys and existing plans.																				
	b) Develop appropriate working groups and establish workshop/meeting formats for broader resident involvement.																				
	c) Identify tasks for staff and consultants based on staff capabilities and workload.																				
	d) Do masterplans.																				
TASK 4.5:	Develop Authority Design Standards.																				
SUBTASKS:	a) Establish working group on review committee with Maintenance, Rehab. & Construction, Management and Residents.																				
	b) Set general design guidelines by reviewing literature, listing design standards, reviewing post occupancy evaluations and conducting site visits.																				
	c) Coordinate proposed design standards with Authority housing policy and develop presentation format.																				



DIVISION/DEPT:	PLANNING AND DESIGN	NEW REVISED ORIGINAL											
		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3			
		1	2	3	4	1	2	3	4	1	2	3	4
OBJECTIVE 4: IMPROVE AND FORMALIZE PLANNING AND DESIGN PROCESSING													
TASK 4.5: Develop Authority Design Standards.													
SUBTASKS:	d) Develop general design and funding program guidelines after reviewing funding program guidelines and determining site, building type and unit requirements for family housing, elderly housing and special needs of disabled public housing residents.	-----O											
	e) Review and document delivery of services and amenities.	-----O											
	f) Develop Authority Design Standards.	-----O											
	g) Incorporate Mission of SFHA, SFHA History and current housing strategies.	-----O											
	h) Collect, record, and present information.	-- --O											
TASK 4.6: Develop Authority Materials Standards.													
SUBTASKS:	a) Establish working group or review committee with Maintenance, Procurement and Rehab. & Construction.	-----O											
	b) Set General Material Guidelines based on the following steps: document and review existing materials; review literature, HUD guidelines, select format; review post occupancy evaluations; and develop performance standards.	-----O											
	c) Set specific material standards and coordinate with both master specification format and procurement regulations.	-----O											

DIVISION/DEPT:	PLANNING AND DESIGN										
		NEW REVISED ORIGINAL		C-COMplete R-REVISED O-ORIGINAL							
OBJECTIVE 4: IMPROVE AND FORMALIZE PLANNING AND DESIGN PROCESSING		1992-1993 YEAR 1	1993-1994 YEAR 2	1994-1995 YEAR 3	1995-1996 YEAR 4	1996-1997 YEAR 5					
		1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4					
TASK 4.6: Develop Authority Materials Standards.											
SUBTASKS: d) Develop substitution protocol by reviewing procurement and contract regulations and defining "or equal" in maintenance procedures.				--O							
e) Finalize standards and develop manual with "cut" sheets for all materials specified and/or maintain manufacturers library of all Authority specified materials standards.				--O							

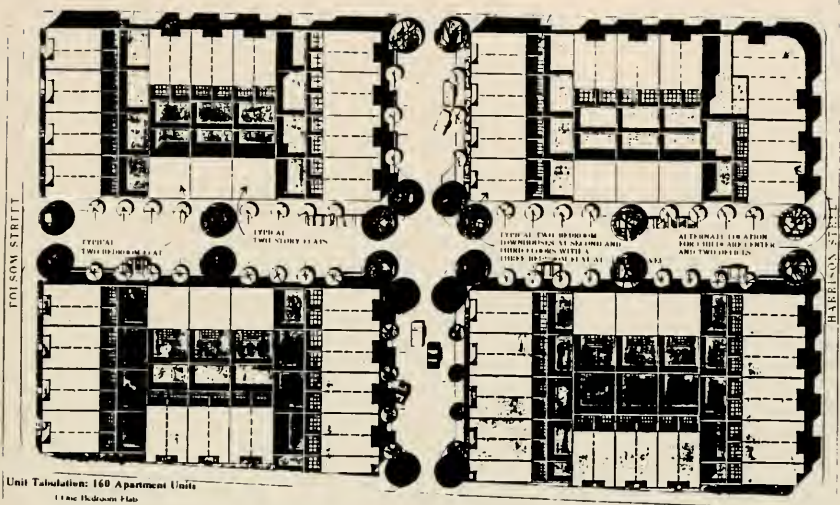
DIVISION/DEPT:		PLANNING AND DESIGN		NEW REVISED ORIGINAL				1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5			
OBJECTIVE 5: FORMALIZE PROCESS OF HAZARDOUS MATERIALS IDENTIFICATION AND ABATEMENT																											
TASK 5.1: Identify Hazardous Materials.																											
SUBTASKS:		a)	1. Identify and list hazardous materials (lead, asbestos, solvents adhesives, insecticides).	O-----O																							
			2. Establish Working Group including P&D, Rehab.& Construction, Maintenance.	-----O																							
			3. Investigate where material occurs, or how it is used or encountered.	O-----				--O																			
			4. Design reporting/record keeping format for hazardous material (occurrence/use, amount, user/exposed group, controls)	O-----				--O																			
TASK 5.2: Develop plans for Abatement of Hazardous Materials.																											
SUBTASKS :		a)	1. Develop task force to integrate input and prioritized activities with P&D, Rehab./Constr., Maintenance and Resident Services.	-----				-----O																			
			2. Establish action plans to manage hazardous materials (exposure control, disposal, abatement, inplace management, training).	-----				-----O																			
			3. Formalize process for involvement with residents trades, construction division.	-----O																							
			4. Integrate hazardous materials remedial work with appropriate rehabilitation.	-----O																							



DIVISION/DEPT:	PLANNING AND DESIGN	NEW REVISED ORIGINAL				C-COMplete R-REVISED O-ORIGINAL			
		1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4			
OBJECTIVE 5: FORMALIZE PROCESS OF HAZARDOUS MATERIALS IDENTIFICATION AND ABATEMENT									
TASK 5.2: Develop plans for Abatement of Hazardous Materials.									
	5. Allocate Resources to implement hazardous materials management plan.	-----0							
	6. Initiate employee training to achieve inplace management, abatement and or exposure control activities.	-----0							
	7. Implement inplace management plan until abatement achieved.								

DIVISION/DEPT:		PLANNING AND DESIGN		NEW REVISED ORIGINAL				1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5			
								1 2 3 4				1 2 3 4				1 2 3 4				1 2 3 4				1 2 3 4			
OBJECTIVE 6: FORMALIZE PLANNING AND DESIGN'S ROLE IN MANAGING UTILITY SAVINGS																											
TASK 6.1:		Review various aspects of utility management with other Divisions who plays a role in such an activity.						-----0																			
SUBTASKS:		a) 1. Meet with Finance, Management and Maintenance to review issues.						---				--0															
		2. Develop a division of responsibilities for utility management.																									
TASK 6.2:		Review options and goals of a Utility Management system.																									
SUBTASKS:		a) 1. Determine the areas where utility management can save money for the Authority.						--				--0															
		2. Identify ways to attain savings.										-----0															
		3. Identify procedures to either modify utility systems or consumption behavior.										-----0															
TASK 6.3:		Develop management plan to and incorporate into the P&D procedures to maximize utility savings.																									
SUBTASKS:		a) 1. Modify Planning/Design Standards.										-----0															
		2. Develop standards to pursue energy conservation grant/shared savings opportunities.										-----0															
		3. Formalize utility allowance system.										-----0															
		4. Develop monitoring system to followup on abnormal utility usage.										-----0															
		5. Assign staff to coordinate the above.										-----				--0											





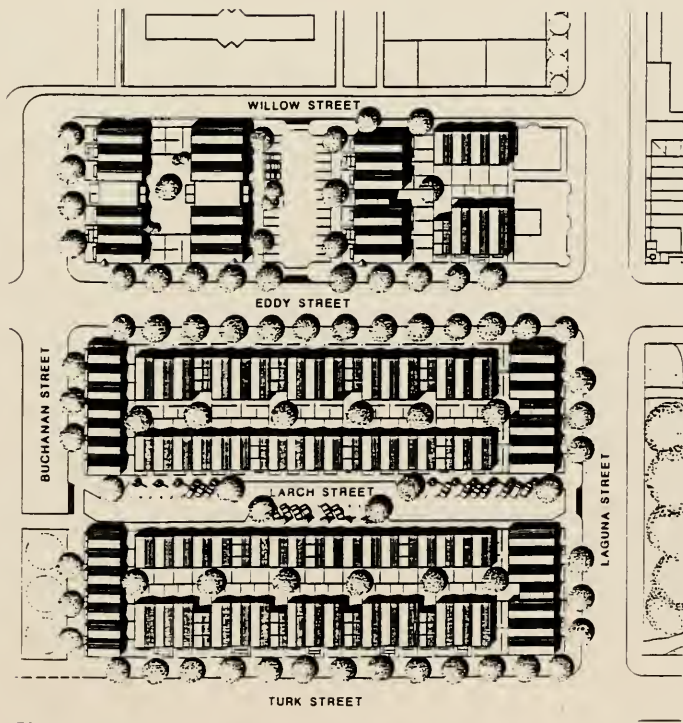
Unit Calculation: 160 Apartment Units

- 1 One Bedroom Flats
- 24 Two Bedroom Flats
- 41 Two Bedroom Townhouses
- 42 Three Bedroom Flats
- 10 Three Bedroom Townhouses
- 4, 5 and 6 Offices

36 Parking Spaces

ARMY STAFF

**PROPOSED NEW BERNAL** 











# PUBLIC AFFAIRS



## **PART I: GENERAL NARRATIVE**

Public Affairs manages and promotes the agency's public information program strategically located in the Executive Director's office. Public Affairs develops materials about the agency's mission, and goals and objectives. The Department is also responsive to resident, public, media and other government agency requests. Public Affairs also develops programs and materials designed to increase public awareness about the San Francisco Housing Authority (SFHA) and identifies how the agency is meeting its mission to "promote the general well being of SFHA clients through the provision of decent, safe and sanitary housing and advocacy for economic stability and human services." Four primary objectives have been identified to meet these responsibilities: increase public awareness of the agency and the public we serve; identify and promote SFHA activities; improve internal communications among residents and employees and facilitate special events which help foster the mission of the agency.

To accomplish the primary objectives, public information must be provided in an accurate, concise fashion. While the focus on external public affairs is a priority, an internal public affairs program is also important. The internal SFHA public affairs program emphasizes improving internal communications among residents and employees and facilitating special events which foster better resident and employee communications. The external focus of the public affairs program requires that the department cultivates and maintains media resources, establishes key community-based contacts and keeps abreast of legislative activities at the local, state, and federal level. The public affairs staff has developed a Key Contact program which includes a planned schedule of speeches and public appearances with prepared speeches as well as briefing papers developed in collaboration with SFHA divisions including Planning and Design, Resident Services and other divisions. The internal focus of the public affairs program requires that the department develops and maintains internal employee and resident communication tools, provides technical assistance on resident communication efforts and provides appropriate technical assistance to other SFHA divisions. Personal development opportunities including advanced media training and desktop publishing are also important to the continued success of the public affairs program.

In a year when the agency was removed from the nationwide list of troubled housing authorities by HUD and obtained "standard" status, and undertook significant long-range master plans for seven developments, external public affairs focused a great deal on media events. External public affairs efforts consist not only of distributing information regarding our list of accomplishments, but an aggressive program also requires following up with local media to make sure they understand what they receive. Other external public affairs activities have

focused on facilities tours for national and international housing groups and local non-profit foundations. Discussion with visitors to SFHA sites have not only emphasized physical and management improvement programs, but all have stressed the SFHA's Resident Services program and resident involvement in long range planning. Further, involvement at the national level of public policy development has resulted in the successful reconstructed SFHA development Robert B. Pitts Plaza utilized as a case study in the final report of the National Commission on Severely Distressed Public Housing. As a member of this commission and an appointee of the U.S. Senate, the SFHA Executive Director is called upon to testify before the U.S. Congress on matters pertaining to public housing policy.

Still other programs encourage SFHA interaction with key service providers, community volunteers and our own direct employee involvement with residents through such efforts as the mentor program. Community volunteers are responsible for modernizing the pre-school area at Valencia Gardens. Non-profit foundations helped underwrite an after school academy for girls at the largest of all SFHA sites. The preschool area modernization and the School Academy for Girls represent the positive outcomes resulting from active community, resident and agency collaboration. Such ventures are "naturals" for media promotion. Internal agency focused public affairs efforts launched during the current reporting period include cultural diversity programs highlighting the Chinese New Year, Cinco de Mayo, Black History Month and International Women's Month. Recognition of Secretary's Day continues, along with specially designed forums and training dealing with a variety of topics, from Sexual Harassment in the Workplace to Domestic Violence. SFHA materials, whether earthquake preparedness fliers or notices to residents, are printed in three and sometimes more languages to reach the very diverse public we serve.

The internal and external public affairs efforts are designed to complement one another and to facilitate the overall goal of improved communications within and about the agency. An annual review is a major part of the public affairs program at which time the goals and objectives are measured against completed tasks and appropriate modifications implemented.

## **PART II: REPORT ON OBJECTIVES**

### **OBJECTIVE 1**

**Description:** Increase Public Awareness About the SFHA and the Public We Serve

*General Intent.* Manage the centrally located activity responsible for informing the public about the SFHA.

*Status.* The SFHA hired a Director of Public Affairs in June of 1991. The Public Affairs Director has since developed a work plan which includes sustained contacts with key public housing, media and community contacts. Mailing lists for these groups have been updated and all receive the agency's reports. Internal communications activities have also been established and a previously defunct agency newsletter is now being published.

### **OBJECTIVE 2**

**Description:** Identify and Publicize Agency Activities Consistent with The Mission To "Promote the General Well Being of SFHA Clients Through The Provision of Decent, Safe and Sanitary Housing and Advocacy for Economic Stability and Human Services."

*General Intent.* Develop informational material for use by the public, our residents, employees, community based organizations, media and other governmental agencies. Challenge false information, balance the scales with facts.

*Status.* The SFHA has continued to issue updates to its Five-Year Plan and with this report, launched a new 5-year cycle. It continues to comply with and exceed requirements of the Brown Act, thus reports issued to Commissioners are also made available to the public twice monthly. In addition to these efforts, during the reporting period, the SFHA has issued 27 press releases highlighting SFHA accomplishments. The agency fields all media inquiries and seeks opportunities to promote new agency initiatives. The SFHA collaborates with other City and County Departments on major events and inaugurated a key informational "Can We Get Along" campaign associated with the recent Rodney King trial. The agency solicits proposals for a multi-media public information product which also incorporates youth training as part of the proposal.

### **OBJECTIVE 3**

**Description: Improve Internal Communications Among Residents and Employees Through Program Development and Distribution of Internal Documents**

*General Intent.* Foster improved internal communications through regularly published documents and programs. Promote existing and developing SFHA programs.

*Status.* "Update", an internal newsletter which suspended publication in 1988, was reissued as a quarterly beginning in January, 1992. It underwent a name change following an agency-wide contest and emerged as the "SFHA Spirit" last fall. A Fact Sheet describing the basic functions of the Authority has been developed and is now the primary public information document distributed to the public. Some divisions have developed informational material which is specific to their programs. This information is now being consolidated to create documents with a broader agency view and will be released in an all agency report annually. Public Affairs has worked with Leased Housing, Resident Services, Planning and Design, Housing Management and Eligibility on documents used by these divisions. This work plan envisions an Affirmative Action/Leased Housing/Public Affairs collaboration on several publications including an Affirmative Action policy statement brochure and a marketing brochure for Section 8 housing.

### **OBJECTIVE 4**

**Description: Facilitate Special Events Which Foster the Mission of the Agency and Promote the SFHA's Goals and Objectives**

*General Intent.* Sponsor and/or support programs which promote the agency and its mission to serve SFHA residents. Also promote special events which address issues of concern such as cultural diversity while highlighting activities which are resident-generated such as the Saturday Clean Ups at Pitts Plaza and those which are employee generated such as the Mentor Program.

*Status.* Public Affairs works with other SFHA Departments to coordinate agency-wide special events and currently provides support to individual Divisions sponsoring special events. Public Affairs also provides technical assistance upon request to resident sponsored events.



### **SUCCESS INDICATORS**

1. Produce SFHA publications and distribute on schedule including quarterly newsletter, annual agency report on work plan objectives. Develop, write, edit and distribute new affirmative action brochure and Leased Housing brochure.
2. Achieve planned participation in special events calendared throughout the year.
3. Generate accurate and timely stories about the SFHA through media contacts.
4. Produce multi-media product about the agency on time and under budget.
5. Broaden knowledge of SFHA by general public, civic associations and special interest groups by scheduling and meeting all public speaking commitments.
6. Document agency successes in press releases and follow up contacts with media.
7. Secure advanced media, desktop publishing training.

### **PART III: TIMELINE CHARTS - 5 YEAR WORK PLAN (SEE ATTACHED)**







# SAN FRANCISCO HOUSING AUTHORITY

440 TURK STREET • SAN FRANCISCO, CALIFORNIA 94102 • TELEPHONE (415) 554-1200

## SAN FRANCISCO HOUSING AUTHORITY

### FACT SHEET

The San Francisco Housing Authority is the 16th largest in the United States. Since 1938, the San Francisco Housing Authority has been serving eligible low income residents by providing affordable housing.

The Authority is governed by a seven member Commission appointed by the Mayor. Two Commissioners are public housing residents; one of these represents senior housing developments, the other represents family developments. Commissioners are responsible for the policies and procedures of the Housing Authority as well as for the selection of the Authority's Executive Director.

The Housing Authority Commission meets the second and fourth Thursday of each month in the Commission Room at 440 Turk Street beginning at 4 p.m.

The Authority manages over 6,700 units of conventional public housing in the City and County of San Francisco. Additionally, residents occupy nearly 5,000 units of housing through Section 8 leased housing agreements. Approximately 30,000 residents occupy public housing units, half of whom are children. Over 63 percent of SFHA families are represented by single heads of households; in sites targeted for special drug elimination program efforts, the figure is as high as 80 percent. The average income of a Housing Authority family is \$9,200 annually.

The agency derives its revenues from rents collected (residents pay 30% of income for rent) as well as federal and state subsidies. The Authority also manages over \$20 million annually in comprehensive rehabilitation funds which are designed to modernize or replace outdated units.

Persons interested in occupying public housing are invited to contact the eligibility staff at the SFHA Application Service Center, 243 Golden Gate Avenue (554-1205) for more information.

# SAN FRANCISCO HOUSING AUTHORITY DEVELOPMENTS

Developments	Location	Units	Completed
Holly Courts	Appleton, Highland, Patton, Holly Park Circle	118	1940
Potrero Terrace	23rd, Wisconsin, 26th Street, Connecticut	469	1941
Sunnydale	Velasco, Hahn at Sunnydale	767	1941
Valencia Gardens	Valencia, 15th Street, Guerrero	246	1942
Westside Courts	Post, Broderick, Sutter, Baker	136	1943
North Beach	Columbus, Bay, Mason, Francisco	229	1952
Ping Yuen	Pacific at Powell, Grant & Stockton	234	1952
Bernal Dwellings	Harrison, Army, Folsom, & 26th Street	208	1953
Hunters Point (A)	1. Upper West -- Griffith & Navy Road	30	1953
	2. Lower West -- Oakdale, Griffith, & Palou	103	1953
	3. East -- Earl, Kiska, Dormitory Road, & Evans	80	1953
Potrero Annex	Missouri at 23rd Street	137	1955
Aleman	Aleman at Ellsworth	157	1955
Yerba Buena Plaza (E.)	Turk, Buchanan, Eddy, Laguna	276	1956
Westbrook Apartments	Innes, Southridge, Kiska, Dormitory	225	1956
Hunters View	Middle Point at Innes or Evans	267	1956
Rosa Parks Apts.*	Webster, Turk, Buchanan, Golden Gate	198	1961
Ping Yuen (North)	Broadway, Cordella, Pacific, Stockton	194	1961
Alice Griffith	Griffith at Gilman	254	1962
Hayes Valley (A)	Velasco & Castillo	18	1962
Hayes Valley (B)	Buchanan, Webster, Page, Haight	160	1963
Hayes Valley (C)	Buchanan, Webster, Fell, Hayes	134	1963
John F. Kennedy*	Sacramento near Webster	98	1966
Mission Dolores*	15th Street near Guerrero	92	1966
Woodside Gardens*	Woodside Avenue, opposite Hernandez	110	1968
990 Pacific*	Pacific & Mason	92	1969
227 Bay*	Powell & Stockton	50	1970
275 Thrift*	Thrift, Capitol, Orizaba	1	1970
350 Ellis*	Taylor & Jones	96	1970
666 Ellis*	Hyde & Larkin	100	1971
462 Duboce*	Duboce & Hermann	42	1971
75-77 Coleridge		2	1971
101-103 Lundy's Lane		2	1971
3850 18th Street*	Church & Sanchez	107	1971
320/330 Clementina*	Tehama, Clementina, 4th, & 5th Streets	276	1971
4101 Noriega	48th Avenue & Noriega	8	1971
363 Noe*	Pond & Noe	22	1971
200 Randolph	Randolph & Head	16	1971
2206-2268 Great Highway & 2215-2263	48th Avenue	16	1971
2698 California*	California & Scott	40	1971
25 Sanchez*	Sanchez & Duboce	90	1972
1760 Bush*	Gough & Octavia	108	1972
345 Arguello Boulevard*	Clement & Cornwall	69	1973
1880 Pine*	Gough & Octavia	113	1973
491 31st Avenue*	Geary & 31st Avenue	75	1973
1750 McAllister*	Baker & Broderick	97	1974
939 Eddy Street*	Eddy, Gough, & Franklin	36	1980
951 Eddy Street*	Eddy, Gough, & Franklin	24	1980
430 Turk*	Turk & Larkin	89	1987
Joan San Jule Apts.	Eddy & Webster	8	1988
Robert B. Pitts Plaza	Turk, Divisadero, Eddy, & Pierce	203	1991

\* Designated Elderly

# SFHA

San Francisco Housing Authority  
440 Turk Street  
San Francisco, CA 94102

Volume 12, Issue 3

# Spirit

Fall 1992

## Welcome Commissioner Shaw

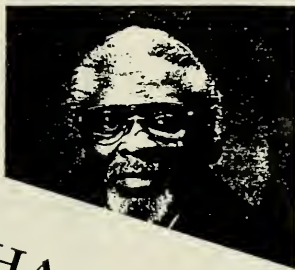
Reverend Clarence Shaw, Associate Pastor of Ebenezer Baptist Church, has been appointed to the SFHA Commission by Mayor Frank Jordan. Commissioner Shaw joined the SFHA in July. He is a former employment administrator in the Los Angeles area and Census Bureau Manager in San Francisco during the 1990 Census. Commissioner Shaw was named to the Authority to the position previously held by Father James Goode, whose term expired in June.

During the same meeting at which Commissioner seated, Commissioner Robert J. Boileau was elected colleagues to succeed Father Goode as President. sioner Drypolcher was elected vice president.

## ...AND NOW, GOOD-BYE FATHER JIM

The following comments were excerpted from Boileau's comments upon his election to succeed as President: "...I don't use words like sense leadership lightly or casually because they overused...but Father Goode epitomizes it. mind. Father Goode's dedication...allow agency at a time when it was right on the decline, substantially turn it around a becoming one of the best. Father Goode nary leadership in an entirely new follow his example as President."

The SFHA sponsored an appreciation Goode and presented him a copy of photographs by homeless youth. He saw the need and served it.



**SFHA**  
San Francisco Housing Authority  
440 Turk Street  
San Francisco, CA 94102  
Volume 13, Issue 1

# Spirit

Winter 1993

## Update is Up!

Contest winner:  
New Newsletter N:

Thanks to  
conf  
winner of a



## Girls After School Academy

Sunnydale girls aged 11-16 will soon be able to stop by the Girls After School Academy (GASA) directly after school for fun, games and leadership development. Scheduled to open in March, the program is the first of its kind specifically targeted to the needs and desires of girls living in public housing.

Offering mentoring, cultural and academic support with a multi-cultural focus, the program component was developed with the help of girls living in public housing all over the city. The goal is to help girls stay in school and avoid high risk behaviors while preparing for their futures. "We want parents to feel comfortable that their girls are well cared for and are participating in a quality program," said Deborah Whittle, Director of Resident Services for the SFHA.

(Continued on Page 3)

## Senior Security

The presence of security guards has become a welcome reality at four SFHA senior buildings: 430 Turk Street, 1750 McAllister, 350 and 666 Ellis Streets after months of hard work by the City-wide Senior Council, Senior Action Network (SAN) and other SFHA residents and staff. Security guards are in the lobby of each building and have responsibility for monitoring access into the building by non-residents, and shown upon entering the building; all visitors will be asked to sign in and out on a log maintained by the guards. House rules have also been adopted by the residents at the four sites.

Ann Dunn of Housing Operations is spearheading the security effort and says resident support has been terrific. Planning for improved security began last year; key to the development of the program has been the support of the residents. Some of that support is as basic as a commitment to not prop open doors or buzz in strangers.

Resident councils have also been very busy with the pen and are to be commended with their success in obtaining money from Community Block Programs. The money will be used to enhance the security system. Additional changes being coordinated by Harriet Ihara of Planning and Design include an entrance gate and first floor windows at 430 Turk, an upgraded front door, improved intercom, hall lights, improved social room door and a front lock gate at 350 Ellis as well as front lights and gate at 666 Ellis. The city-wide seniors, SAN and staff are continuing to examine long-range security options at other SFHA senior sites.



DIVISION/DEPT: PUBLIC AFFAIRS		NEW _____ REVISED _____ ORIGINAL _____		C-COMPLETE R-REVISED O-ORIGINAL															
OBJECTIVE 1: INCREASE PUBLIC AWARENESS OF THE AGENCY AND THE PUBLIC WE SERVE		1992-1993 YEAR 1 1 2 3 4		1993-1994 YEAR 2 1 2 3 4				1994-1995 YEAR 3 1 2 3 4				1995-1996 YEAR 4 1 2 3 4				1996-1997 YEAR 5 1 2 3 4			
TASK 1.1: Update Public Affairs Workplan Annually		Ongoing		-----															
TASK 1.2: Use centralized public information program located in the Executive Office to cultivate media contacts for the SFHA		Ongoing		-----															
TASK 1.3: Conduct facility tours for key groups in a way not disruptive to lives of residents.		Ongoing																	
TASK 1.4: Solicit Proposals for a multi-media informational tool at SFHA. Include youth-training component in design.				0															



DIVISION/DEPT: PUBLIC AFFAIRS		NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	C-COMplete R-REvised O-ORIGINAL 1996-1997 YEAR 5 1 2 3 4
<b>OBJECTIVE 2: IDENTIFY AND PUBLICIZE WHAT THE AGENCY IS DOING TO "PROMOTE THE GENERAL WELL BEING OF SFHA CLIENTS THROUGH THE PROVISION OF DECENT, SAFE AND SANITARY HOUSING AND ADVOCACY FOR ECONOMIC STABILITY AND HUMAN SERVICES."</b>							
TASK 2.1:	Act as spokesperson for agency; develop and maintain media resources.	Ongoing					
TASK 2.2:	Produce and distribute press releases of newsworthy agency/resident events.	Ongoing					
TASK 2.3:	Conduct press briefings and press conferences including special events.	Ongoing					
TASK 2.4:	Arrange media interviews.	Ongoing					
TASK 2.5:	Update media mailing lists; fax lists.	Ongoing					
TASK 2.6:	Develop portfolio of background information including fact sheets, organizational charts, development maps, and issue papers.	Ongoing					
TASK 2.7:	Publish new informational materials in collaboration with leased housing, eligibility, affirmative action, etc.	Ongoing					
TASK 2.8:	Maintain key community based contacts.	Ongoing					
TASK 2.9:	Develop and maintain legislative resources at local, regional, state and federal levels.	Ongoing					
TASK 2.10:	Develop annual Agency report.	0					



DIVISION/DEPT: PUBLIC AFFAIRS		NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	C-COMLETE R-REVISED O-ORIGINAL	1996-1997 YEAR 5 1 2 3 4
OBJECTIVE 3: IMPROVE INTERNAL COMMUNICATIONS AMONG RESIDENTS AND EMPLOYEES								
TASK 3.1:	Develop programs that foster inter-agency communication.	Ongoing						
TASK 3.2:	Publish and distribute SFHA newsletter quarterly.	Ongoing by Quarter						
TASK 3.3:	Provide technical assistance to residents/other divisions on communication efforts. Update Agency Five Year Workplan.	Ongoing						
TASK 3.4:	Arrange personal development opportunities including appropriate media training for staff.	Ongoing						

DIVISION/DEPT: PUBLIC AFFAIRS		NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
OBJECTIVE 4: FACILITATE SPECIAL EVENTS WHICH HELP FOSTER THE MISSION OF THE AGENCY AND PROMOTE SFHA GOALS AND OBJECTIVES							
TASK 4.1:	Facilitate monthly cultural diversity programs.	R					
TASK 4.2:	Support SFHA employees/resident "mentor-protége" program.	Ongoing					
TASK 4.3:	Facilitate media coverage of one-of-a-kind events such as "Ms. Sunnydale" pageant, city-wide track meet, and the National "Summer of Service" Days at SFHA special events.	Ongoing					





**REHABILITATION AND  
CONSTRUCTION DIVISION**



## **PART I: GENERAL NARRATIVE**

The Rehabilitation and Construction Division is responsible for administering and supervising all of the Authority's construction projects which are grant funded--Comprehensive Improvement Assistance Program (CIAP) or Comprehensive Grant Program (CGP), and Community Development Block Grant (CDBG). Prior to reorganization in November 1990, Rehabilitation and Construction was part of a single Planning and Construction Division at the SFHA.

The Rehabilitation and Construction Division is composed of a Construction Management Department and a Force Account Department. The Construction Department is responsible for the management of all construction contracts for facility modernization. These contracts include the upgrading or replacement of major building systems, such as roofs, heating plants, and elevators. The Force Account Department serves as an alternative method to the conventional construction procedures for completing modernization projects. In this program, the Force Account Department acts as a General Contractor in order to complete budgeted construction projects. The Force Account program was reintroduced to the Authority in February 1990 to expedite restoration of vacant units at the Authority. Since then, the Force Account has completed various projects including child care facility renovations, exterior security lighting installations, earthquake, dry rot and mildew repairs. The Force Account is currently retrofitting vacant and occupied apartments to meet the needs of disabled residents, completing the site work at the Alemany modernization project, and a "model" building at the Sunnysdale Development to serve as a guide for the modernization of that entire development.

With the goal of serving the needs of the residents of public housing efficiently and expeditiously, the Rehabilitation and Construction Division is focused on improving its systems for construction management. A large increase in construction activities is anticipated at the SFHA over the next five years implementing master plans already designed. As a result, it is essential that the Division critically review its current operations, and improve them where necessary to more effectively utilize its resources--monetary and personnel. Physical property improvements are a tangible sign of the Agency's commitment to improving the quality of the life of its residents, the Division intends to deliver its product--quality construction improvement, both timely and cost effective. With increased construction activity comes greater opportunities for resident hiring, women and minority contractors and union trades.



## **PART II: REPORT ON OBJECTIVES**

### **OBJECTIVE 1**

**Description:** Review and improve the Division's processes and procedures

**Task 1:** Streamline Operational Procedures and Develop Procedural Guidelines and Manual

*General Intent.* The intent of this task is to evaluate and improve existing authority procedures and processes which effect the Division's ability to meet its duties and responsibilities effectively and efficiently.

*Status of Task.* Since the publication of the Authority's first five-year plan in 1990, the Division was reorganized, and the Force Account section was added. Procedures have been established to include the operation of the Force Account Department. Yet, there are outstanding issues and concerns identified in the Authority's Comprehensive Management Assessment which need to be addressed through new or modified procedures.

**Task 2:** Establish guidelines on the use of Force Account

*General Intent.* To complete modernization projects in the most cost effective and advantageous manner for the Authority, common guidelines and criteria should be used in determining the use of Force Account versus the conventional construction contract method for a construction project.

*Status of Task.* A set of administrative and cost factors on the use of Force Account has been established. The final draft form listing the criteria and ranking is to be reviewed by an in-house working group consisting of Planning and Design, and Rehabilitation and Construction prior to publication in final form.

**Task 3:** Formalize process for the transfer of contract management information between Planning and Design, and Rehabilitation and Construction

*General Intent.* Procedures for the transfer of Construction Project Management information between the two Divisions should be established for the transition of a project to construction. Transfer from one division to another includes all relevant data and involves debriefing project representatives, thus preventing a gap in the administrative information of the project.

**Status of Task.** Planning and Design, and Rehabilitation and Construction have formed a working group and developed a Project Transmittal Form covering the transition to construction activities. The process will be reviewed for efficiency and completeness and appropriate modifications will be incorporated in the Division's Policies and Procedures Manual.

**Task 4: Improve Change Order Process**

**General Intent.** As recommended by the Comprehensive Management Assessment of September 1991, the Change Order Process needs to be assessed. The Division is to consider reducing the sign-off to the minimum required for adequate controls, and increase approval thresholds.

**Status of Task.** Currently, the change order process is under review by this Division and scheduled for presentation to the inter-departmental working group for recommendations, by March 1994. The final recommendation will be in one procedure manual.

**Task 5: Expedite closeouts and streamline closeout process**

**General Intent.** HUD has established a thirty day time frame program to prepare close-out documents and closeout construction contracts. Divisional procedures have not always conformed to this time frame. An evaluation of the steps involved in preparing the close-out documents needs to be conducted as well as an assessment to determine that the thirty (30) days for contract close-out is realistic. This task was included as a recommendation within the Comprehensive Management Assessment of September 1991.

**Status of Task.** The backlog of outstanding project closeouts has been eliminated. However, to prevent a repeat of this situation in the future, the process is under critical review. Again, final recommendations of the inter-departmental working group will result in more formalized procedures for future use.

**Task 6: Develop Construction Inspection Standards and Procedures to ensure that all construction efforts are properly monitored and that construction errors are identified when they are made**

**General Intent.** One of the categories of performance for modernization as proposed by the Public Housing Management Assessment Program (PHAP) is "quality of physical work". To ensure that the quality of work meets the standards established in the construction specifications and design, skilled in-house inspectors are required to cover the construction activities in progress.

**Status of Task.** The Division has assigned an in-house inspector for Force Account. Also, the Division has revised the daily inspection report forms, and has revised the inspector job qualification standards to include a practical skills test. With the assistance of a consultant, the Division construction inspection practices and procedures are to be audited and recommendations will be incorporated in the procedures manual.

**Task 7: Re-organize and index Construction Contract and Force Account Project Files**

**General Intent.** The current filing system will have to be re-structured and appropriately indexed and cataloged in order to allow files to be readily retrieved.

**Status of Task.** Some contract files have been determined to be ready to be archived. Others have been designated as current. The Agency's File Manager is expected to assess the existing system and to provide recommended revisions.

**OBJECTIVE 2**

**Description: Review and Improve the Division's Allocation and Monitoring of Resources to Ensure Effectiveness and Efficiency**

**Task 1: Develop and implement a dependable job scheduling system**

**General Intent.** Rehabilitation and Construction has experienced delays in the start of construction projects due to lack of adequate personnel to administer the work and the supply of sufficient materials. The major tool necessary to reverse this pattern is the use of a properly designed job scheduling system. This task is established to guide the development of such a tool.

**Status of Task.** The job scheduling system is before the inter-divisional working group where it has undergone preliminary review.

**Task 2: Develop and implement an automated project budget and cost monitoring system**

**General Intent.** The Division administers and supervises rehabilitation and construction projects funded by the Comprehensive Grant Program, Comprehensive Improvement Assistance Program, HUD, and the Community Development Block Grant. The conditions attached to the federal funding source requires that expenditures are accurately maintained and reports are submitted in a timely manner.

*Status of Task.* To meet these requirements, and continue to qualify as a grant fund recipient, the SFHA has adopted a contract monitoring system that performs budget monitoring, automatically tracks grant fund expenditures and work progress. This system will be converted to the new computer system once it is on line.

**Task 3: Develop Divisional performance indicators**

*General Intent.* Construction industry and HUD criteria exist which are used as performance indicators.

*Status of Task.* The Division will review the performance criteria for comparison with industry standards and federal requirements as part of the department's annual review of work plan goals and objectives.

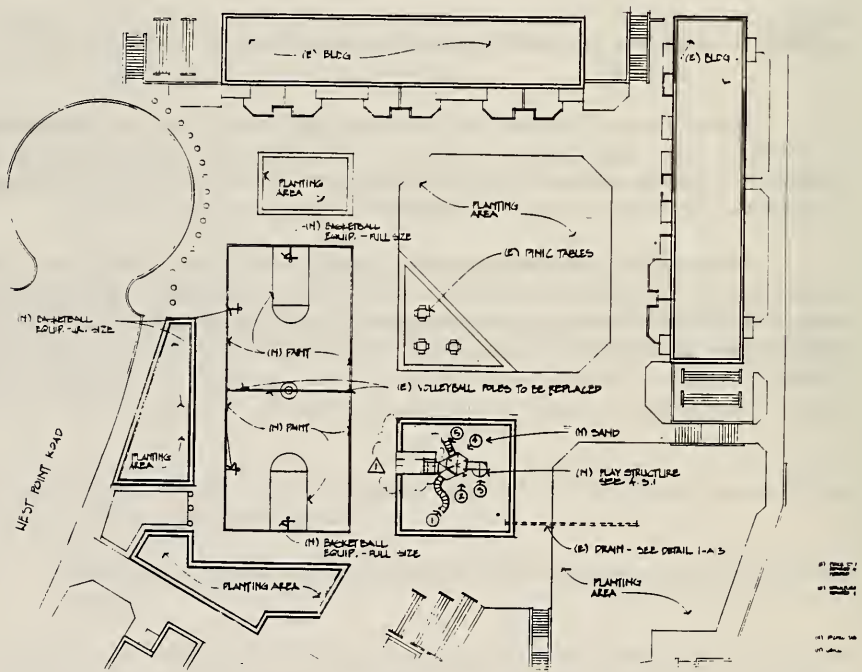
**Task 4: Review and revise system for acquisition of material for Force Account projects**

*General Intent.* The timely arrival of materials for Force Account construction activities is crucial to meet established completion schedules. The intent of this task is to review the Authority's current procurement policies to determine what can be done to expedite the acquisition and delivery of required materials.

*Status of Task.* A working group comprised of Materials Management, Finance, and Force Account staff has been established to review the current policies. Alternative procurement options will be considered, such as a Blanket Purchase Order. Recommendations will be made and presented to the Executive Director for review and approval.

Task 5: Review and revise system for recording materials issued to Force Account

**General Intent.** The ideal construction cost system is designed to track material cost by each job or development address. The current system does not allow for reporting in that great of detail without the risk of double counting materials. Currently, the materials are recorded and tracked by grant funds and developments.



Force Account undertakes new construction projects and modifications to existing structures, such as the recreational area depicted in this drawing of a Hunter's View site.



### OBJECTIVE 3

**Description:** Increase individual staff effectiveness, efficiency and motivation

**Task 1: Establish staff development program**

*General Intent.* Educational training programs for staff are with current information.

*Status of Task.* A divisional training needs assessment for all personnel is a part of the Personnel Division work plan. Rehabilitation and Construction has responded with a needs assessment. The staff will be encouraged to take advantage of these training opportunities.

**Task 2: Establish cross training program within the Division**

*General Intent.* Employees within the same job classifications will exchange duties and responsibilities periodically in order to familiarize everyone with the full scope of the Division's programs.

*Status of Task.* Cross-training is in progress. The results of the initial phase will be reviewed and assessed in the last quarter of 1993.

**Task 3: Develop and maintain reference library that relates to the practices of the Division**

*General Intent.* Construction is a technical field where the laws and codes are continuously changing. In order for the staff to make informed decisions, the current information should be readily available.

*Status of Task.* The Division has selected a location for its reference library. Staff has begun to gather literature and documents for inclusion in the library.

**Task 4: Develop Incentive Program for divisional staff to improve motivation and performance**

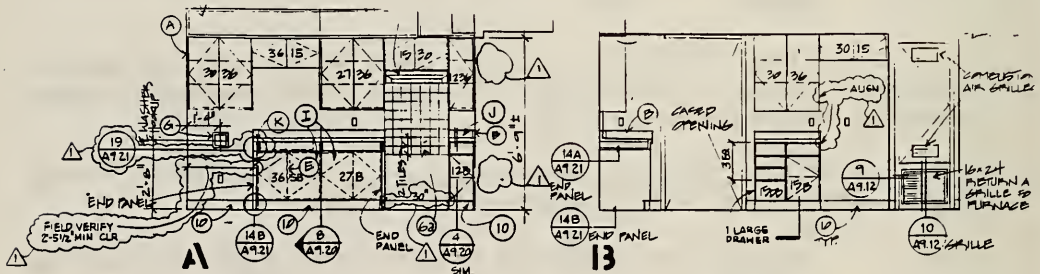
*General Intent.* The Division's staff is comprised of managers, technical staff and clerical staff. This effort will highlight that each person's role in the Division is equally important.

**Status of Task.** A divisional working group will be established to develop an incentive program and submit recommendations to the Personnel Department and to the SFHA Division Directors to determine feasibility and an implementation schedule.

**Task 5:** Provide membership opportunities for staff to join professional organizations related to the construction industry

**General Intent.** A primary source for the application of federal rules and regulations as it relates to Public Housing and the construction industry is through trade associations. Participation in professional organizations and trade associations will be encouraged.

**Status of Task.** Under review; potential organizations being identified.



HANDICAP KITCHEN ELEVATIONS

Work is underway on the model at Sunnydale showing how units will look upon completion of modernization. The blueprint detailed above will be used in making modifications for the disabled.



### **SUCCESS INDICATORS**

The following list consist of the success indicators for the Division for the next five years. Success Indicators focus on the categories of the performance assessment detailed in the Public Housing Management Assessment Program (PHMAP). The categories include: quality of physical work, timeliness of physical work, contract administration, budget controls, program management and timeliness of management improvements.

1. Complete all tasks of each objective within the five-year work plan on schedule.
2. Increase the percentage of jobs completed within schedule.
3. Increase the percentage of jobs completed within budget.
4. Reduce the length of time to 30 days from 45 days to prepare all the necessary close-out documents after the notice of acceptance has been submitted to contractor, or after the final walk-through.
5. Reduce the length of time from current 45 days required to issue the Notice to Proceed for all construction activities after the transfer of activities from Planning and Design.
6. Prepare and submit Divisional Status Report and Monthly Financial Reports on schedule.
7. Decrease the percentage of construction claims against the Authority compared to the volume of construction activity.

### **PART III: TIMELINE CHARTS - 5 YEAR WORK PLAN (SEE ATTACHED)**



DIVISION/DEPT:		REHABILITATION AND CONSTRUCTION		NEW REVISED ORIGINAL																													
OBJECTIVE 1: REVIEW AND IMPROVE THE AUTHORITY'S REHABILITATION AND CONSTRUCTION DIVISION'S PROCESSES AND PROCEDURES		1992-1993 YEAR 1 1 2 3 4																1993-1994 YEAR 2 1 2 3 4				1994-1995 YEAR 3 1 2 3 4				1995-1996 YEAR 4 1 2 3 4				1996-1997 YEAR 5 1 2 3 4			
TASK 1.1:		Streamline operational procedures and develop procedural guidelines and manual																															
SUBTASKS:		a) Identify major programmatic areas requiring procedures		-----O																													
		b) Re-establish inter-departmental working group; assign procedural review and procedural guidelines review responsibility and determine completion schedule per programmatic area		-----O																													
		c) Complete procedural drafts and review with full working group		-----O																													
		d) Hire technical writer to prepare procedures based on outline and drafts		--O																													
		e) Formalize and finalize procedures and publish manual and guidelines		-----O																													
		f) Audit actual office activity using new procedural guidelines to determine system effectiveness and efficiency		-----O																													
TASK 1.2:		Establish guidelines on the use of Force Account																															
SUBTASKS:		a) Establish set of administrative and cost factors that can be used to make a decision on the use of Force Account		-C																													
		b) Develop draft form listing criteria and space for ranking and comments		-----O																													

DIVISION/DEPT:	REHABILITATION AND CONSTRUCTION		NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
<b>OBJECTIVE 1: REVIEW AND IMPROVE THE AUTHORITY'S REHABILITATION AND CONSTRUCTION DIVISION'S PROCESSES AND PROCEDURES</b>								
TASK 1.2:	Establish guidelines on the use of Force Account							
	c) Review with working group and finalize document		-----O					
TASK 1.3:	Formalize process for the transfer of contract management information between Planning and Design, and Rehab and Construction							
SUBTASKS:	a) Develop checklist of file contents related to transfer of construction projects from Planning & Design to Rehab and Construction	-C						
	b) Develop a project transmittal form	-C						
	c) Establish inter-divisional work teams per project	-C						
	d) Review the process for efficiency and completeness and develop written procedures for the transfer of project contract management responsibilities including contractor notification of the transfer of jurisdiction, (see Objective 1, Task 1)	-----O						
TASK 1.4:	Improve change order process							
SUBTASKS:	a) Review existing Force Account and Construction contract administration change order process, including transmittal forms, routing sign off authority, and filing and draft revised procedures as necessary to streamline the process		-----O					
	b) Review, approve, and finalize revised procedures with inter-departmental working group		-----		-----O			
	c) Publish revised procedures in division's operations manual		-----		-----O			

DIVISION/DEPT:		REHABILITATION AND CONSTRUCTION		NEW REVISED ORIGINAL				1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5					
				1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
OBJECTIVE 1: REVIEW AND IMPROVE THE AUTHORITY'S REHABILITATION AND CONSTRUCTION DIVISION'S PROCESSES AND PROCEDURES																													
TASK 1.5: Expedite close-outs and streamline close-out process																													
SUBTASKS:																													
a) Eliminate backlog of old and outstanding project close-outs		-----O																											
b) Inter-departmental working group to review existing process, recommend improvements, and draft revised procedures (see Objective 1, Task 1)		-----				-----O																							
c) Formalize and publish written procedures (see Objective 1, Task 1)		-----				-----O																							
TASK 1.6: Develop construction inspection standards and procedures to ensure that all construction efforts are properly monitored and that construction errors are identified when they are made																													
SUBTASKS:																													
a) Audit current inspection practices		-----O																											
b) Re-design daily construction progress reports with consideration of the information needed for close-out, change order back-up, wage rates, EEO performance, and resident hiring requirements		-C																											
c) Implement revised inspector job qualification standards including practical skills test		-----O																											
d) Based on audit referenced in Subtask A, revise inspection procedures as necessary and publish in Division's operations manual		-----				-----O																							
e) Increase the number of inspectors		-----				-O																							
f) Assign additional inspection to Force Account projects		-----				-O																							

DIVISION/DEPT:	REHABILITATION AND CONSTRUCTION	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	1996-1997 YEAR 5 1 2 3 4
OBJECTIVE 1: REVIEW AND IMPROVE THE AUTHORITY'S REHABILITATION AND CONSTRUCTION DIVISION'S PROCESSES AND PROCEDURES							
TASK 1.7: Re-organize and index construction contract and Force Account project files							
SUBTASKS: a) With assistance from File Manager, review the existing process and identify recommended revisions to the system		-----O					
b) Draft revised filing procedures		-----O					
c) Create file indexes and re-organize and re-label files as required		-----O					
c) Formalize and publish written procedures on files management (see Objective 1, Task 1)		----O					







DIVISION/DEPT:	REHABILITATION AND CONSTRUCTION	NEW REVISED ORIGINAL				C-COMPLETE R-REVISED O-ORIGINAL			
		1992-1993 YEAR 1	1993-1994 YEAR 2	1994-1995 YEAR 3	1995-1996 YEAR 4	1996-1997 YEAR 5			
		1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4			
<b>OBJECTIVE 2: REVIEW AND IMPROVE THE REHABILITATION AND CONSTRUCTION DIVISION'S ALLOCATION AND MONITORING OF RESOURCES TO ENSURE EFFECTIVENESS AND EFFICIENCY</b>									
<b>TASK 2.3:</b>	Develop divisional performance indicators								
<b>SUBTASKS:</b>	a) Based on industry standards and DHUD performance criteria, identify critical divisional activities	-----O							
	b) Develop list of performance indicators from the identified divisional activities and determine appropriateness and measurability	-----O							
	c) Establish goals and develop process and procedures to gather data and measure progress toward meeting the goals	-----	--O						
	d) Input data	-----	-----O						
	e) Monitor progress and report monthly	-----	-----O						
<b>TASK 2.4:</b>	Review and revise system for acquisition of material for Force Account projects								
<b>SUBTASKS:</b>	a) Review existing system for Force Account material acquisition with working group comprised of Materials management, Finance, and Force Account staff and determine areas requiring revision	-----O							
	b) Explore options such as blanket purchase orders or catalog bidding and prepare recommendations for Executive Director review and approval	-----O							
	c) Revise process to incorporate approved recommendations and publish written procedures (see Objective 1, Task 1)	-----	--O						

DIVISION/DEPT:	REHABILITATION AND CONSTRUCTION	NEW REVISED ORIGINAL												C-COMPLETE R-REVISED O-ORIGINAL											
		1992-1993 YEAR 1				1993-1994 YEAR 2				1994-1995 YEAR 3				1995-1996 YEAR 4				1996-1997 YEAR 5							
	OBJECTIVE 2: REVIEW AND IMPROVE THE REHABILITATION AND CONSTRUCTION DIVISION'S ALLOCATION AND MONITORING OF RESOURCES TO ENSURE EFFECTIVENESS AND EFFICIENCY	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
TASK 2.5:	Review and revise system for recording and tracking materials issued to Force Account																								
SUBTASKS:	a) Audit existing system for issuing and tracking materials	-----O																							
	b) Based on results of audit, revise process to incorporate recommendations	-----O				-----O																			
	c) Revise and publish written procedures regarding material issuance and tracking (see Objective 1, Task 1)	-----O				-----O																			

DIVISION/DEPT:		REHABILITATION AND CONSTRUCTION		NEW REVISED ORIGINAL		1992-1993 YEAR 1		1993-1994 YEAR 2		1994-1995 YEAR 3		1995-1996 YEAR 4		1996-1997 YEAR 5		
				1	2	3	4	1	2	3	4	1	2	3	4	
<b>OBJECTIVE 3: INCREASE INDIVIDUAL STAFF EFFECTIVENESS, EFFICIENCY, AND MOTIVATION</b>																
TASK 3.1:		Establish staff development program														
SUBTASKS:		a)	Develop divisional training needs assessment for administrative, management, and craft personnel													
		b)	Solicit, evaluate, and categorize available training resources and services													
		c)	Provide educational development, managerial/supervisory training, and other training and professional development programs as determined appropriate by the training needs assessment													
TASK 3.2:		Establish inter-divisional cross training program														
SUBTASKS:		a)	Identify task responsibilities of each employee in the division													
		b)	Interview staff to determine interest and skill level for participation in cross training program													
		c)	Identify staff members to be cross trained and make assignments													
		d)	Monitor program and re-assign staff after sufficient training													

DIVISION/DEPT:	REHABILITATION AND CONSTRUCTION		NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1995-1996 YEAR 4 1 2 3 4	C-COMplete R-REVISED O-ORIGINAL	1996-1997 YEAR 5 1 2 3 4
<b>OBJECTIVE 3: INCREASE INDIVIDUAL STAFF EFFECTIVENESS, EFFICIENCY, AND MOTIVATION</b>									
TASK 3.3:	Develop and maintain reference library that relates to the practices of the Rehabilitation & Construction Division								
SUBTASKS:	a) Identify and prepare location for Rehab & Construction library	-----O							
b)	Prepare reference material needs assessment	-----O							
c)	Gather, catalogue, and stock existing literature and documents	-----O							
d)	Research availability of other reference material not in-house	-----O							
e)	Acquire and file reference literature as determined necessary and relevant by the library needs assessment	O-----							-----O
TASK 3.4:	Develop incentive program for divisional staff to improve motivation and performance								
SUBTASKS:	a) Establish divisional working group to explore options	-----O							
b)	Working group to research how programs would work and prepare a written report of recommendations	----- --O							
c)	Submit recommendations to Personnel Department and SFHA Division Directors to determine possible implementation of recommended programs	-- -----O							
d)	Implement and monitor programs if determined appropriate	-- -----							-----O

DIVISION/DEPT:	REHABILITATION AND CONSTRUCTION	NEW REVISED ORIGINAL				C-COMLETE R-REVISED O-ORIGINAL			
		1992-1993 YEAR 1	1993-1994 YEAR 2	1994-1995 YEAR 3	1995-1996 YEAR 4	1996-1997 YEAR 5			
	OBJECTIVE 3: INCREASE INDIVIDUAL STAFF EFFECTIVENESS, EFFICIENCY, AND MOTIVATION	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4			
	TASK 3.5: Provide membership opportunities for staff to join professional organizations related to the construction industry								
	SUBTASKS: a) Identify professional licenses and credentials of each divisional employee	-----O							
	b) Research availability, requirements, and cost of membership in construction industry professional organizations	-----O							
	c) Match personnel to appropriate organizations	-----O							
	d) Apply and join organizations approved for membership	-----O	-O						







**RESIDENT  
SERVICES**



**PART I: GENERAL NARRATIVE**

Resident Services works in partnership with San Francisco Housing Authority resident leaders, city and non-profit agencies to bring positive changes within the public communities through advocacy and the implementation of support services. Our responsibilities include management of the Drug Elimination Program, Economic Development Initiatives, and monitoring of the San Francisco Police Department Deployment Contract. In coordination with Housing Management, the Division also assists with implementing Resident Management activities at target sites.

The demographics of our public housing communities reveals 62 percent of SFHA households city wide are lead by single parents. Of the families living at the drug elimination sites, 83 percent are single parents, many of them women. Nearly half of our population consists of children and youth under the age of 18. This is in direct contrast to the city's youth population, which stands at 18 percent. As we plan for the future, we must look at issues which reach this population and embrace programs focused on child care, health care, education, youth recreation and other prevention and support programs. Our senior housing represents a multi-cultural community. We house over 3,896 seniors and disabled residents. Our goal is to continue to support their efforts to maintain maximum independence and dignity in a home environment with appropriate health care and other support services. As health care is a major concern of the country, delivery at the local level is critical to the ability of senior and disabled residents.

Over the past several years, funding for health and human services has decreased while need has increased. Programs have become more centralized, making accessibility more difficult. These underfunded programs have been forced to focus on short term crisis responses rather than long term prevention and intervention programs. Many problems faced by Resident Services include the economic recession, lack of job training, diminishing job opportunities, restrictive regulations coupled with inaccessibility of services, and the deficiency of culturally sensitive services. Several of our challenges are rebuilding self esteem, fostering hope, and breaking the cycle of economic dependence and poverty.

We have built relationships with residents and continue working to gain their trust. We have facilitated partnerships with residents, tenant leaders, the police department, the San Francisco Unified School District, community service agencies and other city departments.

Through these partnerships, we have implemented a wide spectrum of comprehensive and culturally sensitive services and programs. These services and programs are designed to support residents who have taken up the challenge of breaking the cycle of poverty and rebuilding their communities. We believe by working together we can make a difference.

### **RESIDENT SERVICES SUCCESS INDICATORS**

The Resident Services Department through the efforts of the Drug Elimination Program, Economic Development Activities, Resident Management and Resident Leadership has secured funding for major programs and sustained growth in the amount of those funds. As a result, there are over fifty resident initiative and resident support programs operating at various public housing sites. This includes child care centers, tutorial programs, a girls academy and other prevention/intervention and recovery programs. We have also worked with resident leaders in developing a democratic election process which resulted in city wide elections in both family and senior housing.

### **SAN FRANCISCO HOUSING AUTHORITY RESIDENT SERVICES SUPPORTIVE SERVICES PROGRAMS**

#### **CHILD CARE PROGRAMS**

- \* Westside
- \* Plaza East
- \* Hunter's View
- \* Ping Yuen
- \* Sunnydale
- \* Valencia Gardens
- \* Potrero Annex/Terrace
- \* Hayes Valley (Sept. 1993)
- \* Potrero Annex Terrace Infant Day Care (May 1993)

#### **TUTORIAL PROGRAMS**

- \* Alice Griffith
- \* Sunnydale
- \* Valencia Gardens
- \* Plaza East (July 1993)

- \* Bernal Dwelling (July 1993)
- \* Westbrook (July 1993)

#### **YOUTH RECREATIONAL PROGRAMS**

- \* Sunnydale Boys and Girls Club
- \* Sunnydale Girls Academy
- \* Alice Griffith Boys and Girls Club
- \* San Francisco Recreation Program at Bernal
- \* Ping Yuen Latch Key Program
- \* San Francisco Housing Authority Recreation Program (City-wide)
- \* Holly Courts After School Program

#### **DRUG TREATMENT PROGRAMS**

- \* Alice Griffith Drug Treatment Program
- \* Hunter's View 24 Hour Drug Treatment Program (March 1993)
- \* Hayes Valley Aftercare Program (March 1993)
- \* Valencia Garden Drop In Program (March 1993)
- \* Drug Education and Awareness Programs (City-wide)

#### **HEALTH CARE**

- \* Alice Griffith Public Health Nurse
- \* Women Infant and Children Program (WIC)
- \* Westbrook/Hunter's Point A East, Sexually Transmitted Disease Program (STD) (March 1993)
- \* Sunnydale Health Clinic (March 1993)
- \* Sunnydale Women's Support Group (March 1993)

#### **FOOD DISTRIBUTION**

- \* Sunnydale EOC
- \* Alice Griffith EOC/Senior Lunch Program
- \* Ping Yuen EOC
- \* Valencia Gardens EOC
- \* North Beach EOC
- \* Various Senior Sites EOC
- \* Summer Food Programs At Various Sites

#### **EMPLOYMENT PROGRAMS**

- \* SFHA Resident Hiring Program
- \* Ella Hill Hutch Employment Preparation and Placement Program
- \* CAPERS
- \* Summer Youth Employment Program
- \* Resident Apprenticeship Program

### **ECONOMIC DEVELOPMENT PROGRAMS**

- \* Alice Griffith Resident Operated Parking Lot
- \* Resident Operated Laundry Facilities:
  - \* Robert B. Pitts
  - \* Plaza East
  - \* Hunter's View
  - \* North Beach
  - \* Ping Yuen
- \* Planned Resident Operated Laundry Facilities:
  - \* Hayes Valley
  - \* Bernal
  - \* Westbrook
- \* Other Resident Economic Programs Planned:
  - \* Pest Control
  - \* Moving Company
  - \* Janitorial Company

### **RESIDENT MANAGEMENT CORPORATIONS**

- \* Robert B. Pitts Resident Management Corporation
  - \* Resident Screening
- \* Holly Courts Resident Management Corporation
- \* Sunnydale Resident Management Corporation
  - \* Finalizing Bylaws and Becoming Incorporated
  - \* Resident Management Training
- \* Alemany Resident Management Corporation
- \* Potrero Annex/Terrace Resident Management Corporation
- \* Hunter's View Resident Management Corporation

## **POLICE DEPLOYMENT PROGRAM**

Improving security for residents and eliminating drug activity in public housing continue to be high priorities for the SFHA. The Authority adopted a multifaceted approach to addressing the challenges of security and safety in public housing. Through the efforts of the Executive Director, we secured funding to deploy twenty-one additional San Francisco Police Department officers solely to public housing sites. These officers are in addition to those police routinely assigned to patrols throughout the City and County of San Francisco. This effort has resulted in a decrease in criminal activity, improved communication and cooperation between the Authority and the San Francisco Police Department (SFPD), and assisted the Authority in expediting eviction actions against drug offenders. Police officers routinely testify during court proceedings on eviction actions involving drugs or other illegal activity. Officers who regularly patrol target sites are also available to residents and property staff to intervene in public safety issues before they become public safety hazards. In our five year planning process we are making several recommendations for changes in our security and safety program including hiring a full time security coordinator.

## **SUCCESS INDICATORS**

The Police Deployment Program began in 1991, and provides for an additional three squads of San Francisco Police Officers to patrol where the crime rates are highest in public housing sites. The police officers also interact with public housing residents by attending resident meetings and other development events. The success of utilizing a community policing approach is demonstrated in SFPD's quarterly reports which show increases in calls for service and civilian/police contacts for each period. The reduction in crime is largely attributable to the development of a consistent working relationship between the police and residents.

Compared to data for calls for service for the first year of the program in 1991, calls for service have doubled from an average of 3,300 per quarter. The calls for service indicate that residents are developing a lower tolerance for illegal activity in their developments and feel comfortable enough to report this activity to the police. The police are attending more resident meetings indicating that they understand the importance of the partnerships with the resident leadership in order to get the information they need to conduct more effective policing. Resident arrests represent only 20% of the total arrests for each quarter. This documents the residents' continuous allegations that people come from outside the developments to conduct criminal activity.



**JANUARY THROUGH SEPTEMBER 1992 POLICE DEPLOYMENT PERFORMANCE**

	Jan-March	April - June	July - Sept.
Arrests	609	969	535
Drug Arrest	138	123	104
Calls for Service (CFS)	7,298	7,744	6,206
Residents Arrested	75	76	82
Weapons Confiscated	19	23	30
Community Meetings	35	29	53

**DRUG ELIMINATION**

**OVERVIEW**

The San Francisco Housing Authority's Drug Elimination Project in partnership with the residents is an effort to intervene in the devastating effect that illegal drug activity has had in our community.

The Resident Services Department resident leadership, City Departments and community-based agencies have developed a blueprint for a comprehensive model of drug prevention and intervention services. The Drug Elimination program, funded through HUD, has allowed us to take a fragmented social service system in which agencies fail to coordinate their efforts or to even provide service to the public housing population, and create an integrated preventive delivery system targeted for residents. Our strategy is to build a supportive environment that encourages participation and responsibility. The preliminary outcomes of substance abuse prevention programs show that the successful models are those which emphasize social skill development, learning new behaviors and creating attitudes that support positive behaviors. These outcomes generate a positive change within individuals and within the community. The San Francisco Housing Authority and residents continue to work together to gain a better understanding of why so many of the families within public housing become entrenched in the cycle of poverty which leads to drug and gang activity. We have become advocates for change

in this vicious cycle. The Authority and resident leaders promote direct services which are available to the residents and serve as a conduit to make these services accessible.

The last three years have shown us that whenever we institute a cluster of prevention programs at a site, the drug activity begins either to move away or decrease significantly. Drug dealers do not want to "hang out" in locations where families are receiving services and the community is utilizing the space. By creating prevention programs for the community we create choices and options. By providing educational and recreational programs emphasizing options, youth have real alternatives. Parenting skills and support groups allow parents to become more active in the supervision of their children. Structured and productive use of time can enhance new attitudes that support new behaviors. Simply stated, a healthy community discourages drug dealing.

### **SUCCESS INDICATORS**

A Drug Elimination Program is in place and is now a model prevention and intervention program. It addresses drug related crime by creating a comprehensive array of services that encourages participation and responsibility. Combined with our police deployment program this activity follows a concept of enforcement followed by supportive programs.

The SFHA has received three consecutive DEP grants in excess of over \$2,700,000. The Authority has been successful in cultivating another \$1,000,000 in-kind support for residents of Public Housing. We have assisted eight sites in receiving Neighborhood Empowerment Grants and funds from private foundations. We have two Head Start Programs at Hayes Valley and Hunter's View funded by the Economic Opportunity Council (EOC), an Infant Day Care Program at Potrero Hill, collaborated with the Girls Academy, EOC, and San Francisco Health Department for Proposition J Funds through the Children's Amendment, and are currently working on a joint application to Health and Human Services for a Primary Health Care Center at Sunnydale, and to the Office of Substance Abuse Program (OSAP) with the Haight Ashbury Free Clinic for the continuation of substance abuse services at Hunter's View.

Resident Services has also undertaken the challenge of implementing three on-site recovery programs. At Hunter's View, a 24-hour family recovery program is being established. At Hayes Valley, an on-site after care program has been funded. Both of these contracts for services were awarded to the Haight Ashbury Free Clinic. At Valencia Gardens, Glide Memorial Church is providing drop-in recovery services to the residents of that community. Additionally, we have developed a comprehensive youth services program that includes recreation, education and social and developmental support.

### **DRUG ELIMINATION PROGRAM**

**ALICE GRIFFITH**

**SFHA 5 Year Work Plan**  
**May 1993**  
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- \* Boys and Girls Club Recreation Program
- \* San Francisco Educational Tutorial Program
- \* Bayview Hunter's Point Foundation Drug Treatment Program
- \* Women Infant and Children Program (WIC)
- \* Public Health Nurses
- \* CAPERS Inc. Employment Program
- \* SFPD Public Housing Community Patrols
- \* Gang Prevention Program
- \* Resident Operated Senior Lunch Food Program
- \* Resident Operated Parking Lot
- \* Neighborhood Empowerment Program (NEP)
- \* Summer Food Program
- \* Summer Youth Employment Program

**PLAZA EAST**

- \* Plaza East Head Start
- \* Operation Contact Youth Outreach Program
- \* SFHA Recreation Program
- \* Women's Support Group
- \* SFPD Public Housing Community Patrols
- \* Gang Prevention Program
- \* Employment Preparation and Placement Program (Ella Hill Hutch)
- \* Neighborhood Empowerment Program (NEP)
- \* Resident Operated Laundry Facility
- \* Summer Lunch Program
- \* Summer Youth Employment Program

**SUNNYDALE**

- \* Boys and Girls Club Recreation Program
- \* S.F. Educational Tutorial and Enrichment Program
- \* Teen Recreation Center
- \* Girls Academy
- \* Gang Prevention Workers
- \* EOC Food Distribution
- \* Employment Preparation and Placement Program
- \* Neighborhood Empowerment Program (NEP)
- \* SFPD Public Housing Community Patrols
- \* Health Center (March 1993)
- \* Women's Support Group (March 1993)
- \* Summer Youth Lunch Program
- \* Summer Youth Employment Program

**VALENCIA GARDENS**

- \* Preschool Program
- \* SFPD Public Housing Community Patrols
- \* Community Development Block Mini Grant
- \* Drug Treatment Drop In Program (March 1993)
- \* Summer Youth Lunch Program
- \* Summer Youth Employment Program
- \* Employment Preparation and Placement Program

**HAYES VALLEY**

**SFHA 5 Year Work Plan**  
**May 1993**  
**Resident Services**  
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- \* Hayes Valley Head Start Program (Sept. 1993)
- \* Children's Learning Center
- \* Hayes Valley Recreation Program (April 1993)
- \* Hayes Valley Drug Treatment Aftercare Program (March 1993)
- \* SFPD Public Housing Community Patrols

**HUNTER'S VIEW**

- \* Hunter's View Resident Management Corporation, Inc.
- \* Technical Assistance Grant (TAG)
- \* Hunter's View Head Start Program (March 1993)
- \* Hunter's View 24 Hour Drug Treatment Program
- \* Neighborhood Empowerment Program (NEP)
- \* Youth Center (April 1993)
- \* Employment Preparation and Placement Program
- \* Resident Operation Laundry Facility
- \* SFPD Public Housing Community Patrols
- \* Summer Youth Food Program
- \* Summer Youth Employment Program
- \* SFHA Mentor Program

**ROBERT B. PITTS PLAZA**

- \* Robert B. Pitts Resident Management Corporation
- \* Technical Assistance Grant (TAG)
- \* Resident Screening Program

**BERNAL DWELLINGS**

- \* Bernal Learning Center
- \* Bernal Building Captains and Clean Up Program
- \* SFPD Public Housing Community Patrols
- \* San Francisco Recreation and Parks Dept. Recreation Center

**ALEMANY**

- \* Alemany Resident Management Corporation, Inc.
- \* Technical Assistance Grant (TAG)
- \* Summer Food Program
- \* SFPD Public Housing Community Patrols

**HOLLY COURTS**

- \* Technical Assistance Grant (TAG)
- \* After School Recreation Program
- \* Community Development Mini Block Grant
- \* SFPD Public Housing Community Patrols

**WESTBROOK/HUNTER'S POINT "A' WEST**

- \* SFHA Mentor Program
- \* Neighborhood Empowerment Grant
- \* STD Clinic (March 1993)
- \* Resident Cultural Enrichment Program
- \* SFPD Public Housing Community Patrols

**POTRERO ANNEX/TERRACE**

- \* Potrero Annex/Terrace Resident Management Corp.
- \* Infant Child Care Center (May 1993)
- \* Community Development Mini Block Grant
- \* Child Care Center
- \* Neighborhood Empowerment Program
- \* SFPD Public Housing Community Patrols

**PING YUEN**

- \* Chinatown Resource Center
- \* Recreation Latch-Key Program
- \* EOC Good Distribution
- \* Summer Food Program
- \* Girl Scouts of America
- \* EOC Child Care Center
- \* SFPD Public Housing Community Patrols
- \* Cultural Enrichment Program

**WESTSIDE**

- \* San Francisco Head Start Program
- \* SFPD Public Housing Community Patrols



## RESIDENT MANAGEMENT

### OVERVIEW

Resident Management is an empowerment process that encourages partnerships among residents and the Authority in the management of public housing. The first phase of this process is the development of a strong, organized resident organization. This includes hosting democratic elections, receiving board and leadership training, and developing questionnaires or other survey tools to receive input and determine community needs and interest in resident management. The second phase is more technical as the Resident Management Council (RMC) develops bylaws, becomes incorporated, applies for funding base, develops financial and accounting procedures and develops other operational policies and procedures. The RMC then negotiates and enters into a memorandum of understanding with the Authority. The MOU outlines the Authority's commitment toward working with the RMC and develops preliminary strategies and time lines regarding management functions to be undertaken by the RMC. The RMC continues to receive progressive training on different management responsibilities. When ready, the RMC may take on some form of dual management and if successful, move on to full management of a development.

In response to a HUD Notice of Fund Availability in Fiscal Year 1991, five (5) resident groups applied for HUD Technical Assistance Grants for Resident Management. The groups were Alemany, Hunter's View, Robert B. Pitts, Sunnydale, and Holly Courts. The SFHA provided technical help to four of the groups (Robert B. Pitts, Plaza, Sunnydale, and Holly Courts) in the preparation of their grant applications to HUD. Alemany and Hunter's View received outside assistance in preparing their grant application. In July, 1991, Alemany and Hunter's View were notified by HUD that their applications for Resident Management Technical Assistance Grant (TAG) grants had been approved in the amount of \$40,000 each. Since Robert B. Pitts, Sunnydale, and Holly Courts were unsuccessful in the HUD competition, the Authority committed \$40,000 to each of the three groups for resident management activities from CIAP management improvement funds. In Fiscal Year 1992, Robert B. Pitts, Holly Courts, Sunnydale, and Potrero Hill Developments applied for TAG grants; only Robert B. Pitts was awarded a grant in the amount of \$40,000. The Authority continues to work with the RMCs in providing space and additional technical assistance in fulfilling the terms of their grant, assisting with Board, Leadership and Financial Management training, and helping with developing by-laws and establishing incorporation status.

## **SUCCESS INDICATORS**

The Authority is very pleased to have five Resident Management Councils with TAG grants, two RMCs with HOPE grants, and two RMCs in the developing stage which are planning on applying in the next round of TAG funding. We have assisted several groups in attending National conferences on Resident Management training and have facilitated several local training series.

- Facilitated training program for staff, residents and others on Resident Management.
- Coordinated leadership training and communication workshops for resident management groups.
- Established by-laws and incorporation status for resident management groups.
- Developed MOUs and Management Contracts with four resident management groups.
- Provided space to all RMCs/RCs/ROs.
- Developed resident screening at Robert B. Pitts.
- Established financial management procedures at several sites.
- Assisted in the publication of RMC newsletters.

## **ECONOMIC DEVELOPMENT**

### **OVERVIEW**

The average resident in San Francisco Public Housing earns \$9,300 a year, has 3.5 people, and is part of a family. Over 60 percent are women. A commitment to bringing about a positive change within public housing communities must take a serious look at the family's economic baseline. This Authority recognizes that San Francisco is one of the most expensive cities in the country in which to live. Those in most need face a compelling struggle to provide food, shelter and education for their families. The San Francisco Housing Authority through the Economic Development Specialist has aggressively sought economic remedies to the economic imbalances that exist for public housing residents. We have developed a five year

implementation plan which includes several micro-businesses, employment options for youth and adults, and business training opportunities.

Augmented Economic Development Plan with a proposal for HOPE VI funds to bring broad economic development program to SFHA. A revolving loan program is included in the plan to either provide venture capital and/or short term credit to resident enterprises. We must also develop a research and market analysis tool which evaluates the market needs of the community and resident resources capable to respond. The five year plan also includes a micro business incubator allows resident businesses to share clerical support, business machines, accounting functions, space and other overhead costs. We anticipate locating this program at our Egbert Administrative Office. HUD rule changes have made it easier for PHAs to contract with resident owned businesses. We no longer have to exercise competitive procurement procedures when contracting with businesses owned by public housing residents. This new rule will give us the opportunity to work with the residents in developing business services utilized by the Authority.

We initiated our economic development activities with resident-managed laundry facilities. This has proven to be an excellent beginning model in resident business ventures. There was a demand and need for the service, low overhead, and the facilities were already in place. Over the past year the management of Robert B. Pitts, Plaza East, Hunter's View, and North Beach laundry facilities were totally assumed by the resident organizations. The Ping Yuen Residents' Association successfully managed and operated their facility for several years. At these developments, resident organizations have hired employees or have found volunteers to maintain and operate the facilities to keep them safe and clean. The facilities are all making a profit and operation is solely the responsibility of the residents. Future sites for resident managed laundry facilities are Alemany, Bernal Dwellings, Hayes Valley and Westbrook.

During the last year, the Authority facilitated the Alice Griffith Resident Organization management of a parking lot concession at 1 Fitch Street across from Candlestick Park during the 49er Football season. The parking lot venture was very successful. With the help of a parking management company, eleven residents were hired at \$10 - \$15 an hour and the Resident Organization made a substantial profit. The Resident Organization received "hands on" business training ranging from balancing books to reporting on activities. The Authority provided funding for several resident groups to attend training seminars and training courses through the San Francisco Community College Contract Education financial management

training. The Economic Development Specialist will continue working with resident groups over the next five years to launch resident owned and operated businesses. Possibilities may include pest control, moving companies, catering and landscaping activities. With the assistance of HOPE 1 funding and other grants, the Authority advocate improved economic stability for residents.

## **SUCCESS INDICATORS**

### **RESIDENT-MANAGED LAUNDRY FACILITIES**

- Resident-managed laundry facilities are now operational at Robert B. Pitts, Hunters View, Robert B. Pitts, and North Beach in addition to Ping Yuen. Negotiations with Westbrook, Bernal Dwellings, and Hayes Valley resident groups are underway to establish resident-managed laundry facilities at their developments.
- Residents of Alice Griffith are now operating a parking concession during San Francisco 49ers football games. Eight residents are on staff to park and to provide security. The contracting agent is the "Flying Dutchman" who is providing training to the residents to manage and operate the lot. Revenue from the parking concession goes to the Resident Association for senior programs, boys and girls scout clubs, and other supportive services. Incorporation papers for non-profit status have been filed with the State and incorporation is in the final stage of completion.
- Several resident groups have completed a course in business practices through the San Francisco Community College's Contract Education Program.
- Through successful grant writing efforts, the Agency has received funding for additional resident training and feasibility studies on resident business options, including the development of an incubator that will serve as a cooperative business center for residents.
- The SFHA has also developed successful partnerships with the SEED Program (to provide training for potential resident business owners) and with the Department of Conservation (for youth in-home repair ventures). Weatherizing homes and apartments in the Bay View/Hunter's Point Community is one of the repair ventures under development.



DIVISION/DEPT:	RESIDENT SERVICES	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1996-1997 YEAR 4 1 2 3 4	1997-1998 YEAR 5 1 2 3 4
OBJECTIVE 1: WORK WITH RESIDENTS AND STAFF TO STRENGTHEN THE FEELING OF COMMUNITY PRIDE, PROMOTE ACCEPTANCE OF DIFFERENT CULTURES, LIFE STYLES, AND LANGUAGE DIFFERENCES							
TASK 1.1:	Encourage resident organizing and strengthening of Resident Councils.	C	-----	-----	--ONGOING--	-----	
SUB-TASKS:	a) Encourage residents to host democratic elections.	C	-----	-----	--ONGOING--	-----	
b)	Provide training for resident leaders.		O				
c)	Assist residents in developing independent funding base.	C	-----	-----	--ONGOING--	-----	
d)	Encourage resident leadership participation in city-wide activities.	C	-----	-----	--ONGOING--	-----	
e)	Assist resident leadership in the dissemination of information in various languages and provide translators when needed at public meetings.		O				
f)	Encourage inter-generational programs among senior and family housing, especially at on-site child care and head start programs.				O		
g)	Provide opportunities for seniors and disabled residents to meet and socialize with one another and establish networking (Buddy System) to exchange ideas.				O		
h)	Work with city-wide seniors to promote resident outings for ambulatory and non-ambulatory residents.				O		
i)	Promote an increased awareness about issues impacting the elderly and disabled families.		O				

DIVISION/DEPT:	RESIDENT SERVICES	NEW _____ REVISED _____ ORIGINAL _____	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1996-1997 YEAR 4 1 2 3 4	1997-1998 YEAR 5 1 2 3 4
<b>OBJECTIVE 1: WORK WITH RESIDENTS AND STAFF TO STRENGTHEN THE FEELING OF COMMUNITY PRIDE, PROMOTE ACCEPTANCE OF DIFFERENT CULTURES, LIFE STYLES, AND LANGUAGE DIFFERENCES</b>							
TASK 1.2	Enhance positive neighborhood interaction through conflict resolution, cultural sensitivity training, and community programs.			O			
SUB-TASKS:	a) Identify programs to provide conflict resolution services.			O			
	b) Co-host cultural sensitivity training.	R					
	c) Promote activities such as community clean-ups, graffiti removal, gardens playground upkeep, and other programs that encourages community pride.	C		-----	--ONGOING--	-----	-----
	d) Facilitate resources that are accessible to all functionally impaired adults in varying states of independence.				R		
	e) Solicit free/discounted tickets to cultural, recreational, and other events for residents of public housing.	C		-----	--ONGOING--	-----	-----
	f) Encourage residents to integrate activities of developments with community at-large.	C		-----	--ONGOING--	-----	
	g) Develop a SFHA retirees service program to assist with community programs.				R		
	h) Encourage community celebrations and recognition programs.	C		-----	--ONGOING--	-----	

DIVISION/DEPT: RESIDENT SERVICES	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1996-1997 YEAR 4 1 2 3 4	1997-1998 YEAR 5 1 2 3 4
OBJECTIVE 2: CREATE A BETTER UNDERSTANDING OF THE NEEDS OF RESIDENTS AND EDUCATE SFHA STAFF ON RESOURCES AVAILABLE TO RESIDENTS						
TASK 2.1: Host an annual gathering of resident leaders to access the needs of residents in our developments.			0			
TASK 2.2: Develop training programs for residents of SFHA (resident leadership training, resident minor repairs, parenting etc.)			0			
TASK 2.3: Co-host training for staff on cultural, social, and ethnic issues related to residents.			0			
TASK 2.4: Create a resource book for property managers and resident leaders on social, economic and clinical resources for residents.			0			



DIVISION/DEPT: RESIDENT SERVICES		NEW REVISED ORIGINAL		C-COMplete R-REVISED O-ORIGINAL							
OBJECTIVE 3: STABILIZE AND INCREASE STAFF OF RESIDENT SERVICES		1992-1993 YEAR 1 1 2 3 4		1993-1994 YEAR 2 1 2 3 4		1994-1995 YEAR 3 1 2 3 4		1996-1997 YEAR 4 1 2 3 4		1997-1998 YEAR 5 1 2 3 4	
TASK 3.1	Seek additional funding to support activities of the Division.	C		-----		--ONGOING--		-----			
TASK 3.2	Assess and set priorities for each development.	C		-----		--ONGOING--		-----			
TASK 3.3	Establish on-going communication with other Departments within SFHA and throughout the city.			O							
TASK 3.4	Establish an advisory board of residents and community at large to advise on activities of the Division.			C		-----		--ONGOING--		-----	

DIVISION/DEPT:     RESIDENT SERVICES		NEW _____ REVISED _____ ORIGINAL		C-COMplete R-REVISED O-ORIGINAL							
OBJECTIVE 4: IDENTIFY COORDINATE AND IMPLEMENT A COMPREHENSIVE STRUCTURE OF SUPPORT SERVICES FOR CHILDREN, YOUTH, FAMILIES, SENIORS AND THE DISABLED		1992-1993 YEAR 1 1 2 3 4		1993-1994 YEAR 2 1 2 3 4		1994-1995 YEAR 3 1 2 3 4		1996-1997 YEAR 4 1 2 3 4		1997-1998 YEAR 5 1 2 3 4	
TASK 4.1     Identify and set priorities to which development services will be targeted.		C		-----		--ONGOING--		-----			
SUB-TASKS:   a)     Conduct needs assessment in family buildings to access extent of social and safety needs.						O					
b)     Evaluate current service delivery systems in family and senior buildings.								O			
c)     Convene focus groups with residents in family and senior buildings on service needs and priorities.						O					
TASK 4.2     Advocate and establish on-site or accessible health care services at developments with identified need.				C		--ONGOING--		-----			
SUB-TASKS:   a)     Establish on-site health clinics.				C		--ONGOING--		-----			
b)     Develop outreach programs on HIV/AIDS, prenatal care and other health care issues.				C		--ONGOING--		-----			
c)     Establish education and prevention programs to help stop drug abuse before it starts. (Primary Prevention)				C		--ONGOING--		-----			
d)     Establish programs to help prevent drug use from becoming drug abuse. (Secondary Prevention)				C		--ONGOING--		-----			
e)     Establish programs to treat the drug abuser to prevent further problems. (Tertiary Prevention)				C		--ONGOING--		-----			
f)     Advocate for affordable, accessible out-patient and residential programs.								R			

DIVISION/DEPT: RESIDENT SERVICES		NEW REVISED ORIGINAL		C-COMLETE R-REVISED O-ORIGINAL							
OBJECTIVE 4: IDENTIFY COORDINATE AND IMPLEMENT A COMPREHENSIVE STRUCTURE OF SUPPORT SERVICES FOR CHILDREN, YOUTH, FAMILIES, SENIORS AND THE DISABLED		1992-1993 YEAR 1 1 2 3 4		1993-1994 YEAR 2 1 2 3 4		1994-1995 YEAR 3 1 2 3 4		1996-1997 YEAR 4 1 2 3 4		1997-1998 YEAR 5 1 2 3 4	
TASK 4.2		Advocate and establish on-site or accessible health care services at developments with identified need.		C		--ONGOING-		-----			
g)		Secure and maintain maximum independence and dignity for our senior/disabled residents in a home environment for individuals capable of self-care with appropriate health care and other supportive services.						R			
h)		Promote an increased awareness about issues impacting the elderly and disabled families.						O			
i)		Expand "Grandparents Who Care" programs.				O					
j)		Create women/men support groups.		C		--ONGOING-		-----			
TASK 4.3		Improve social services to the developments and advocate for on-site social workers through development of a partnership (joint proposals) with the Department of Social Services (DSS) and/or other non-profit agencies.		C		--ONGOING-		-----			
SUB-TASKS: a)		Conduct training and in-services with the property managers related to social support services.		C		--ONGOING-		-----			
b)		Share information and develop joint activities based on demographics of shared client populations with DSS, DPH, SFUFSD and SFPD.		C		--ONGOING-		-----			
c)		Create a team of social workers, case managers and protective services personnel to work directly on-site with families in our developments.						O			

DIVISION/DEPT:	RESIDENT SERVICES	NEW REVISED ORIGINAL	1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4	1994-1995 YEAR 3 1 2 3 4	1996-1997 YEAR 4 1 2 3 4	1997-1998 YEAR 5 1 2 3 4
OBJECTIVE 4: IDENTIFY COORDINATE AND IMPLEMENT A COMPREHENSIVE STRUCTURE OF SUPPORT SERVICES FOR CHILDREN, YOUTH, FAMILIES, SENIORS AND THE DISABLED							
TASK 4.3	Improve social services to the developments and advocate for on-site social workers through development of a partnership (joint proposals) with the Department of Social Services (DSS) and/or other non-profit agencies.		C	--ONGOING--			
d)	Establish a Junior Social Workers classification to assist the Senior Social Workers to expand and improve services to seniors.			O			



DIVISION/DEPT: RESIDENT SERVICES		NEW REVISED ORIGINAL		1992-1993 YEAR 1 1 2 3 4		1993-1994 YEAR 2 1 2 3 4		1994-1995 YEAR 3 1 2 3 4		1995-1996 YEAR 4 1 2 3 4		1996-1997 YEAR 5 1 2 3 4	
OBJECTIVE 5: PROVIDE COMPREHENSIVE PROGRAM SUPPORT TO CHILDREN AND YOUTH LIVING IN PUBLIC HOUSING													
TASK 5.1 Promote educational programs which increase public housing youth's performance in school.													
SUB-TASKS: a) Advocate for alternative school programs.													
b) Establish on-site tutorial and study hall programs.													
c) Develop relationship with SFUSD to advocate for better educational services to youth in San Francisco public housing.													
TASK 5.2 Implement and coordinate a comprehensive youth recreation program which recognizes, emphasizes and rewards effort and determination in sports as a means of preparing youth for future educational and employment challenges.													
TASK 5.3 Establish youth counseling and other clinical support programs for youth.													
SUB-TASKS: a) Establish co-dependent meetings for youth who have parents, relatives or friends who have drug or alcohol dependency problems.													
b) Work with City and non-profit agencies to develop programs that address the needs of the whole child.													
c) Establish clinical referral support for programs providing youth services on or near public housing sites.													
d) Educate staff and residents on child abuse and neglect and other domestic violence issues.													

DIVISION/DEPT:	RESIDENT SERVICES	NEW REVISED ORIGINAL	C-COMplete R-REVISED O-ORIGINAL
OBJECTIVE 5: PROVIDE COMPREHENSIVE PROGRAM SUPPORT TO CHILDREN AND YOUTH LIVING IN PUBLIC HOUSING		1992-1993 YEAR 1 1 2 3 4	1993-1994 YEAR 2 1 2 3 4
TASK 5.3	Establish youth counseling and other clinical support programs for youth.		
e)	Develop programs which increase understanding of different cultural and racial groups.	0	

DIVISION/DEPT: RESIDENT SERVICES		NEW REVISED ORIGINAL		1992-1993 YEAR 1 1 2 3 4		1993-1994 YEAR 2 1 2 3 4		1994-1995 YEAR 3 1 2 3 4		1996-1997 YEAR 4 1 2 3 4		1997-1998 YEAR 5 1 2 3 4	
<b>OBJECTIVE 6: DEVELOP A STRATEGY TO SUCCESSFULLY REDUCE CRIME IN FAMILY DEVELOPMENTS</b>													
<b>TASK 6.1</b>													
Administer San Francisco Police Department Police Deployment Program and coordinate crime strategy with the SFPD													
<b>SUBTASKS:</b>													
a)	Evaluate the effectiveness of the current police deployment strategy.			C		O							
b)	Continue to host monthly meetings between police and property managers.							--ONGOING--					
c)	Continue to host quarterly meetings between police and city-wide residents.			C				--ONGOING--					
d)	Continue to encourage resident groups to include police in their monthly meetings.			C				--ONGOING--					
e)	Establish Police sub-stations at target developments.					O							
f)	Enhance community policing program.					O							
<b>TASK 6.2</b>													
Implement strategies to reduce crime.													
a)	Convene a working group, with an outside consultant to develop effective security options.					O							
b)	Create a position of Security Officer within the Authority.					O							
c)	Host workshops on resident awareness on domestic violence, hate crimes, self protection and other related information.					O							
d)	Continue working relationship with Critical Incidents Response Team (CIRT).			C				--ONGOING--					



DIVISION/DEPT: RESIDENT SERVICES		NEW REVISED ORIGINAL		1992-1993 YEAR 1 1 2 3 4		1993-1994 YEAR 2 1 2 3 4		1994-1995 YEAR 3 1 2 3 4		1996-1997 YEAR 4 1 2 3 4		1997-1998 YEAR 5 1 2 3 4	
<b>OBJECTIVE 6: DEVELOP A STRATEGY TO SUCCESSFULLY REDUCE CRIME IN FAMILY DEVELOPMENTS</b>													
<b>TASK 6.2</b>													
Implement strategies to reduce crime.													
e)	In collaboration with other departments and community agencies develop strategies to deter crime targeted at other ethnic groups.					O							
f)	Physical improvement: Work with planning and design to increase/maintain exterior lighting.					O							
g)	Work with Housing Management and residents to develop security strategies.	C		-----		-----		--ONGOING-		-----			
h)	Toughen resident screening.	C		-----		-----		--ONGOING-		-----			
i)	Pursue legal initiatives to keep drug and gun offenders out of public housing. Evaluate "defensible space" concept at all family buildings.							O					
j)	Work with Legal Department to more effectively evict residents involved in major drug related activities.	C		-----		-----		--ONGOING-		-----			





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